

Staff Opinion Review

Prepared for:

ABC Organization

By

Insightlink Communications

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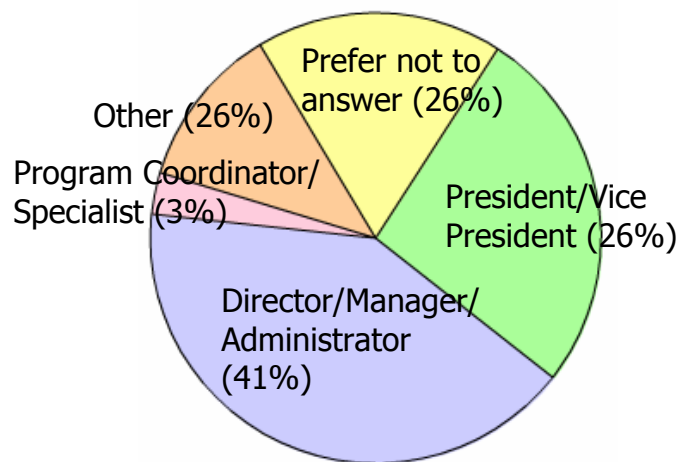
Background and Methodology

This report presents the results an organization-wide climate survey conducted on behalf of the ABC . This study was designed to meet the following objectives:

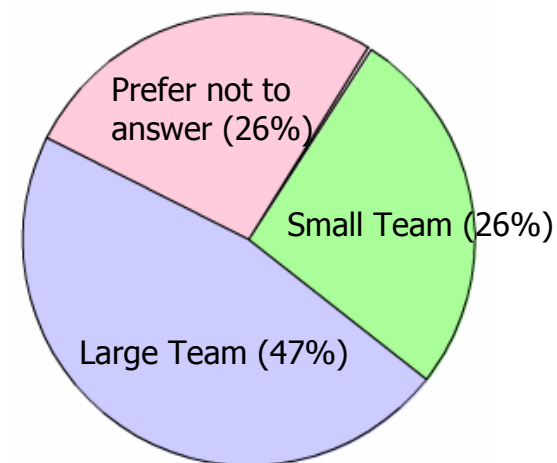
- Assess what is positive and negative about the ABC climate and how ABC can build on the positive factors.
- Determine the leadership style of the organization and how that contributes to the climate in both positive and negative ways.
- Assess how well staff members are working together as a team and what factors are keeping staff members from being a more productive team.
- Understand how inclusive the staff community is and what factors contribute positively and negatively to building an equitable and just community that celebrates diversity.
- Understand how the ABC structure contributes to or takes away from a healthy and productive climate.
- Determine how well resources are being used in supporting staff.

To collect the information contained in this report, ABC staff members were invited by email to complete the online survey. 95% of staff members participated in the survey, which represents a very high completion rate.

Staff Characteristics



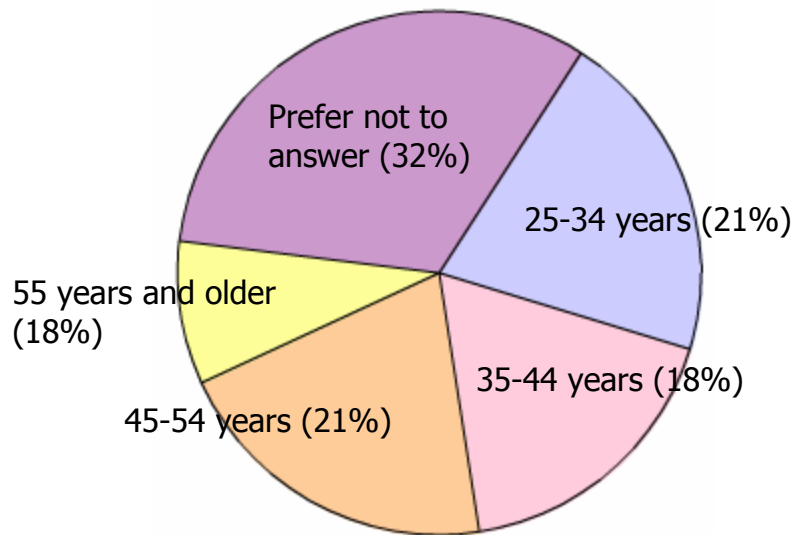
President/Vice President	(9)	26%
Director/Manager/Administrator	(14)	41%
Program Coordinator/Specialist	(1)	3%
Other	(4)	12%
Prefer not to answer	(6)	18%



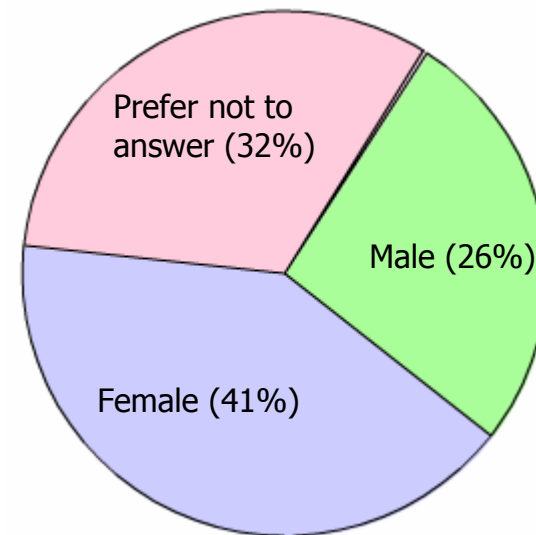
Small team (up to and including 3 members)	(9)	26%
Large team (more than 3 members)	(16)	47%
Prefer not to answer	(9)	26%

65. Please select the title that best describes your position at ABC . 22. Are you a... 66. What is the size of your team?

Staff Characteristics



Up to 25 years	(0)	0%
25 to 34 years	(7)	21%
35 to 44 years	(6)	18%
45 to 54 years	(7)	21%
55 years and over	(3)	9%
Prefer not to answer	(11)	32%



Male	(9)	26%
Female	(14)	41%
Prefer not to answer	(11)	32%

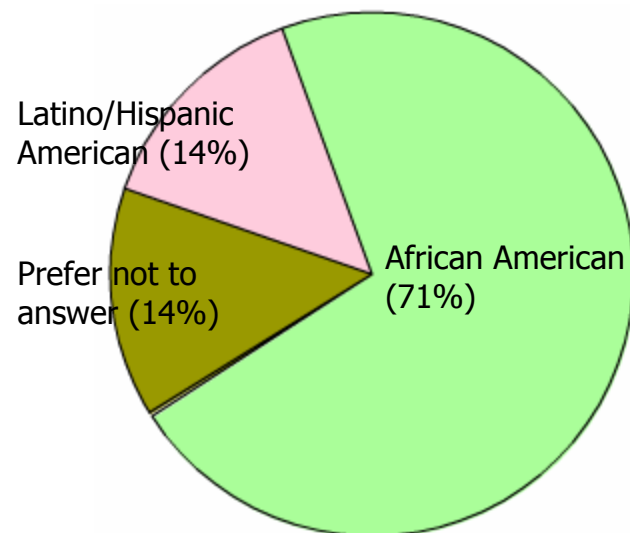
68. What is your age?

67. What is your gender identity?

Staff Characteristics



■ Yes (7) 21%
■ No (14) 41%
■ Prefer not to answer (13) 38%



■ African American (5) 71%
■ Asian American (0) 0%
■ Latino/Hispanic American (1) 14%
■ Middle Eastern American (0) 0%
■ Multiracial American (0) 0%
■ Native American (0) 0%
■ International (0) 0%
■ Prefer not to answer (1) 14%

69. Do you identify as a person of color?

70. With which of the following ethnic groups do you identify?

Note on the Results

All Insightlink reports are structured on the basis of our "4Cs" model of Employee Satisfaction, which categorizes most survey results into one of four factors that influence and sustain employee involvement. These four factors are: Culture, Commitment, Communications and Compensation.

Most of the measures in the ABC study are based on 5-point agreement or rating scales. Wherever appropriate, summary means have been provided in addition to percentage distributions. The means are also calculated on a 5-point scale, with "1" being low and "5" being high.

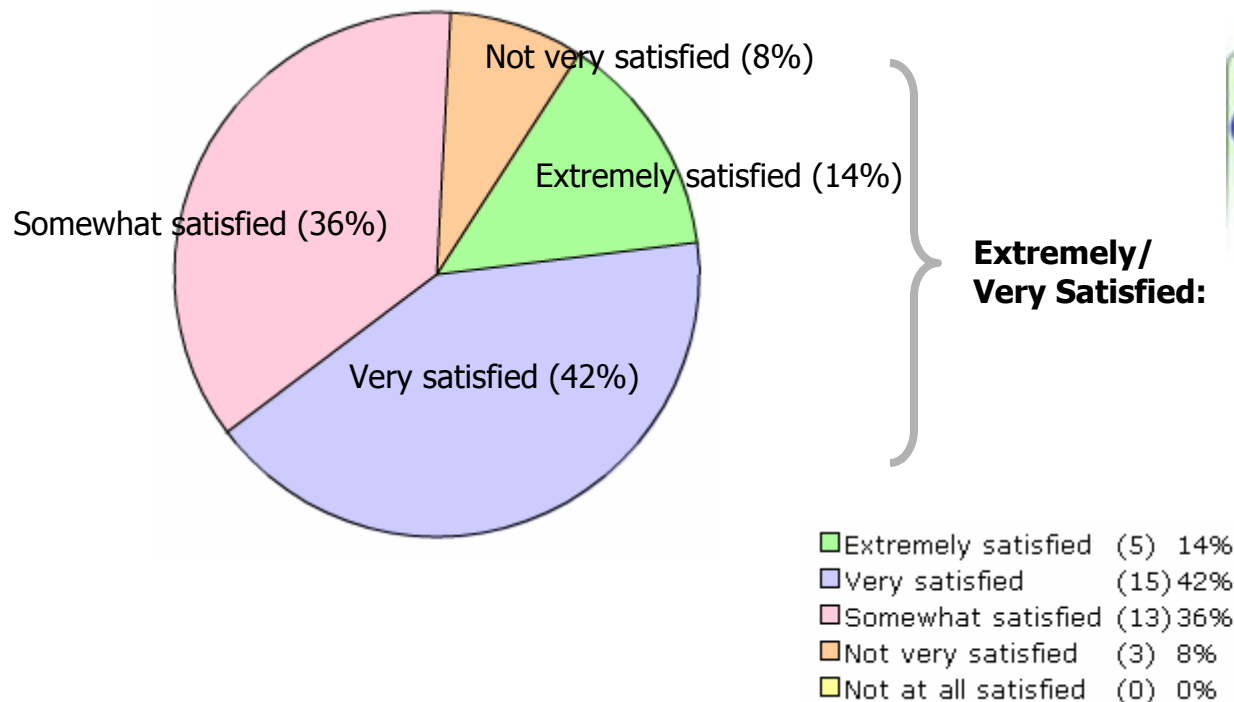
Key benchmark norms have been included in this report to give context for ABC U.S.'s performance against a norm for all U.S. employees and, when available, against a representative norm comparable organizations.


Insightlink benchmark norms are derived from a wide range of syndicated studies conducted annually among employees in the U.S. All of these studies are based on representative samples of employees that are rigorously designed to match the most recent U.S. Census demographics and the U.S. Bureau of Labor Statistics industry distribution.

Overall Satisfaction

Overall Satisfaction

Although more than one-half (56%) of ABC staff members are satisfied with their jobs, this level is less than the norm for all U.S. employees (65%) and, more importantly, falls below the benchmark of satisfaction for employees in the sector (72%). More than one-third of ABC staff members (36%) are only somewhat satisfied with their jobs, while just less than one-in-ten (8%) are dissatisfied. The fairly low level of overall satisfaction clearly comes more from team members (50% extremely/very satisfied) than from team leaders (67% extremely/very satisfied).



 **Benchmark**

ABC	ORG	U.S.
56%	72%	65%

Team Leaders	Team Members
25%	8%
42%	42%
33%	38%
0%	12%
0%	0%

3. Overall, how would you rate your satisfaction with your job at this time?

Primary Reasons for Job Satisfaction

When describing the most satisfying aspects of working at ABC , there are some interesting divergences in opinion between team leaders and team members. Working with motivated colleagues is clearly one of the most satisfying aspects of employment at ABC , especially among team members. Following closely behind is a sense of freedom to be creative and flexible, although this aspect is of particular importance to team leaders. One of the biggest differences is perceptions of the contribution of the President and team leaders as a whole to satisfaction – the support of the President and team leaders as a group is noted by one-in-three team leaders (33%) but by fewer than one-in-ten team members (8%).

<i>What do you find to be MOST satisfying about working at ABC ?</i>	<i>Total</i>	<i>Team Leaders</i>	<i>Team Members</i>
The team – working with highly motivated people	32%	25%	38%
Freedom to be creative/flexibility	26%	42%	21%
Salary, benefits, leave policy	18%	8%	25%
The mission	16%	25%	12%
Leadership and growth opportunities	16%	8%	21%
Support of senior management	16%	33%	8%
The work itself	13%	17%	12%

4. What do you find to be MOST satisfying about working at ABC ?

Primary Reasons for Job Dissatisfaction

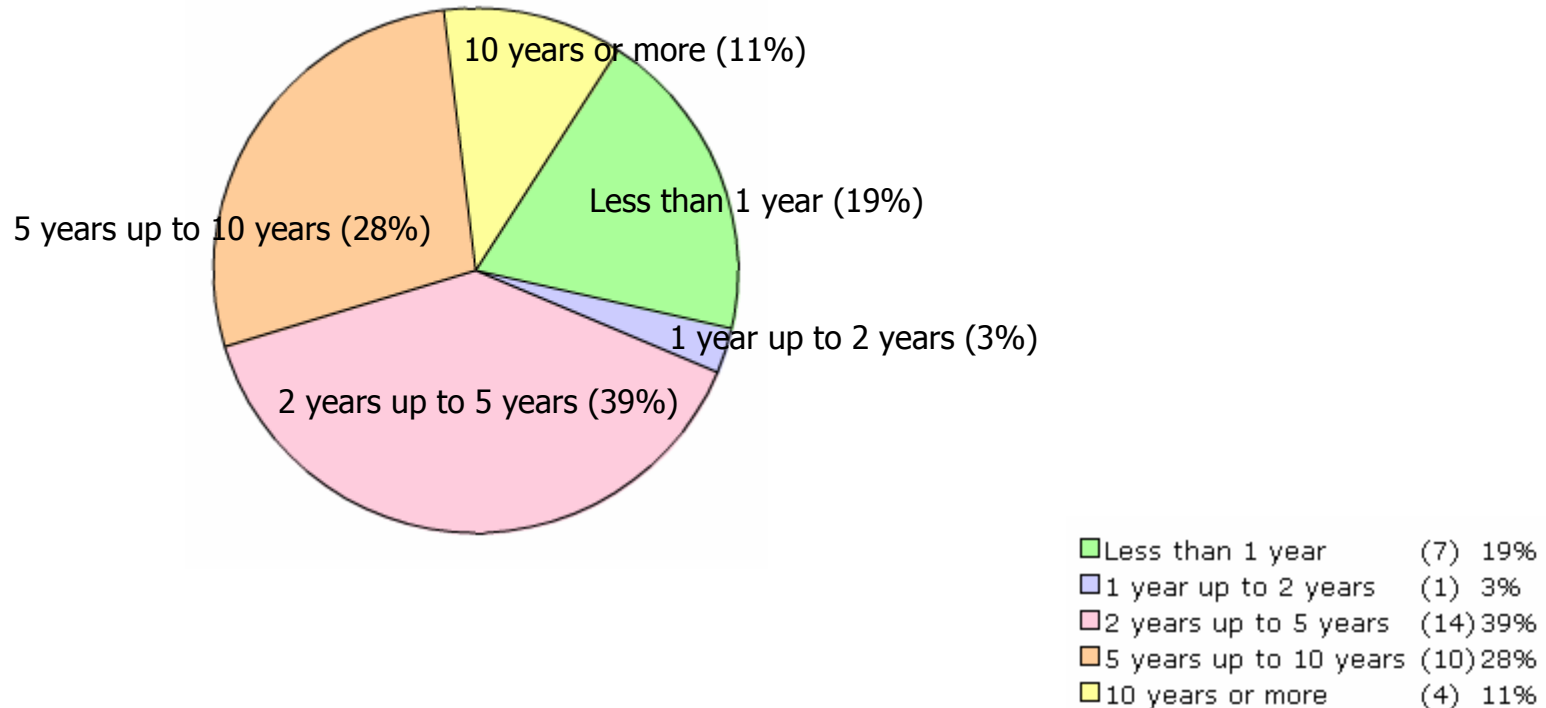
When asked what is least satisfying at ABC , politics and “backstabbing,” compounded with a high level of gossip, rise to the top of the list, especially among team leaders (33%), followed by work overload, which is mentioned almost equally by team leaders (25%) and members (21%). Consistent with the reasons given for job satisfaction, one-in-four team members (25%) cite a lack of trust and leadership from the President and team leaders, whereas this issue is not raised at all by team leaders. A perceived lack of accountability is also an important concern among both team leaders and members.

<i>What do you find to be LEAST satisfying about working at ABC ?</i>	<i>Total</i>	<i>Team Leaders</i>	<i>Team Members</i>
The politics/backstabbing	24%	33%	21%
Work overload/burn-out	21%	25%	21%
Ineffective senior management/lack of trust	16%	0%	25%
Lack of accountability	13%	17%	12%
Micromanagement/lack of autonomy	11%	17%	8%
Gossip	11%	17%	8%
Lack of teamwork	8%	8%	8%
Lack of clerical support	8%	17%	4%
Inconsistency between intentions and behavior	8%	17%	4%
Lack of focus in meetings	8%	8%	8%

5. What do you find to be LEAST satisfying about working at ABC ?

Length of Service

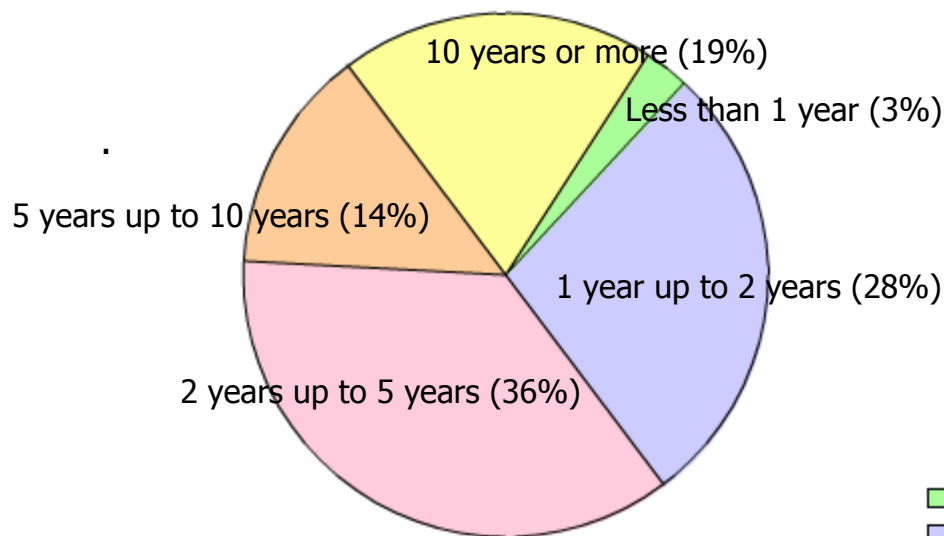
Length of service at ABC is reasonably long, with about four-in-ten (39%) staff members having been with the organization for at least 5 years, while the same proportion (39%) has between 2 and 5 years of tenure with the organization. Just about one-in-five (22%) have been with the organization for less than 2 years.



1. How long have you worked at ABC ?

Anticipated Tenure

In line with their moderate level of satisfaction, staff members at ABC demonstrate less commitment to the organization – when measured in terms of anticipated tenure – than the norm for the sector and even the benchmark for U.S. employees as a whole. Just one-in-three staff members (33%) expect to work at ABC for at least five years, while an almost identical proportion (31%) see themselves leaving over the next couple of years or so – this proportion is similar between leaders (33%) and members (29%). Since the results of this question are often predictive of employees' eventual behavior, this suggests the risk of future turnover at ABC .



Up to 2 years:

2 years up to 5 years:

5 years or more:

Benchmark		
ABC	ORG	U.S.
31%	15%	25%
36%	20%	25%
33%	65%	50%

Less than 1 year	(1)	3%
1 year up to 2 years	(10)	28%
2 years up to 5 years	(13)	36%
5 years up to 10 years	(5)	14%
10 years or more	(7)	19%

Team Leaders	Team Members
8%	0%
25%	29%
17%	42%
25%	12%
25%	17%

6. From this point on, how long do you see yourself being with ABC ?

Employee Loyalty Matrix

When satisfaction is combined with anticipated tenure, the proportion of "Committed Loyalists," who are both satisfied with their jobs and planning to stay, is less than one-half (42%) of ABC staff members, which falls below the minimum target size (55%) for this segment. This proportion is identical between team leaders and members.

ABC also has a reasonably large proportion of "Satisfied Opportunists," who are planning to leave ABC even though they are satisfied with their jobs (14%). Team leaders are much more likely to be Satisfied Opportunists (25%) than are team members (8%).

At 17%, the proportion of "Change Seekers," who are both dissatisfied and planning to leave, is about average. This score is another indicator of turnover over the short term at ABC, especially among team members (21%).

Finally, there is a fairly large group of "Dissatisfied Compromisers" (28%) among both team leaders (25%) and members (29%), who are unhappy with their jobs but plan to stay with ABC. There is a clear opportunity to shift at least some of these Dissatisfied Compromisers into becoming more committed and productive members of the ABC workforce by addressing the key issues that are undermining their satisfaction.

DEFINITIONS:

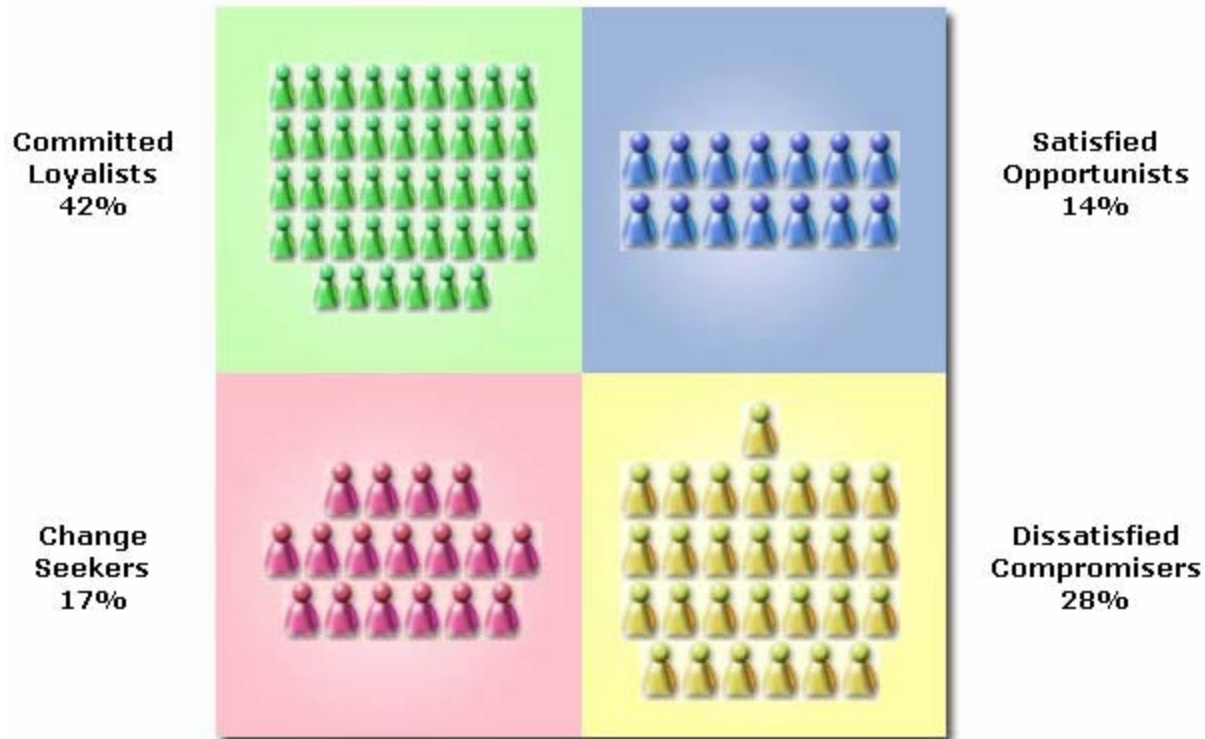
Committed Loyalists: Extremely/very satisfied and plan to stay 2+ years

Satisfied Opportunists: Extremely/very satisfied and plan to stay less than 2 years

Dissatisfied Compromisers: Somewhat/not very/not at all satisfied and plan to stay 2+ years

Change Seekers: Somewhat/not very/not at all satisfied and plan to stay less than 2 years


Employee Loyalty Matrix



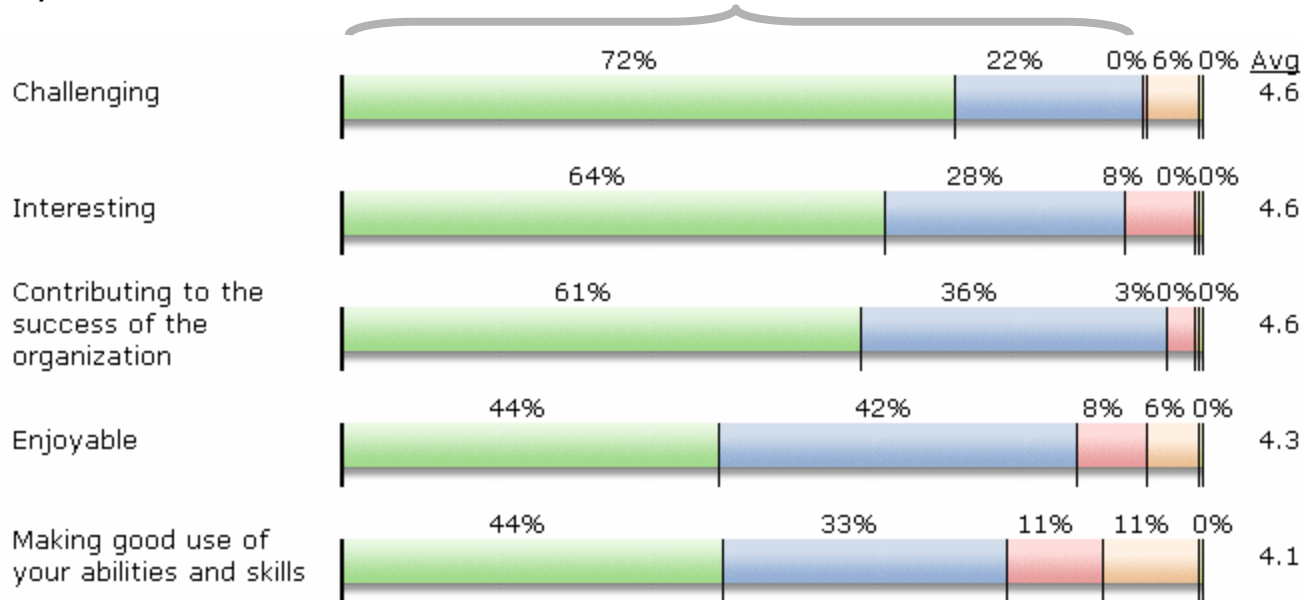
This chart combines the level of satisfaction with intention to stay to create four distinct employee segments. Typically, **Committed Loyalists** should account for at least 55% of a company's employees. The remaining employees should be distributed somewhat evenly across the other three segments.

Work Profile

There is extremely strong agreement among ABC staff that their jobs are challenging (94%), interesting (92%) and contribute to the success of the organization (97%). The work is also quite enjoyable (86%), at a level higher than the sector benchmark, and makes good use of their abilities and skills (77%). These results suggest that the nature of the work itself at ABC is very positive and is not contributing to the organization's fairly low level of staff satisfaction.

 **Benchmark**

ABC	ORG	U.S.
94%	75%	75%
92%	82%	75%
97%	78%	70%
86%	79%	70%
77%	74%	65%




■ Agree strongly (5)
 ■ Agree somewhat (4)
 ■ Neither agree nor disagree (3)
 ■ Disagree somewhat (2)
 ■ Disagree strongly (1)

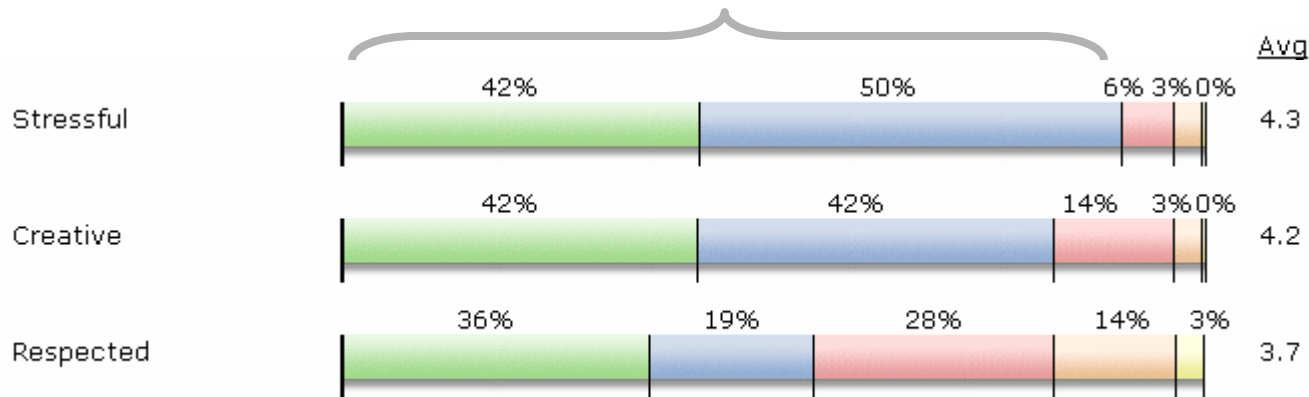
7. How much do you agree or disagree that the work you do is...

Work Profile

Continuing with the work profile results, the stress level appears to be extremely high at ABC , with more than nine-in-ten (92%) describing their jobs as extremely or very stressful, against a sector norm of 71%. Although the work is also very creative (84%), ABC staff members as a whole do not feel that there is sufficient respect for the work that they do (55%), with scores falling below the sector and U.S. benchmarks for this attribute.

 **Benchmark**

ABC	ORG	U.S.
92%	71%	70%
84%	73%	60%
55%	66%	60%

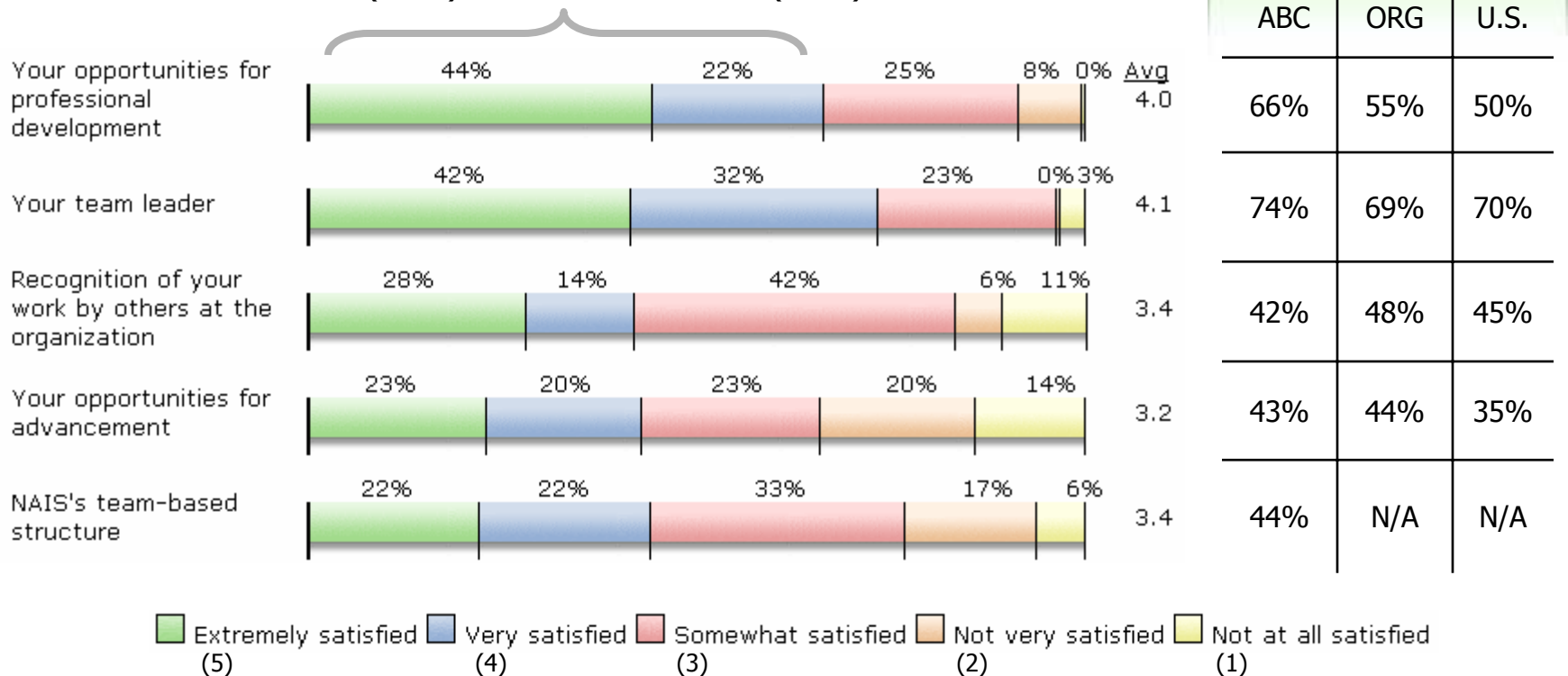


■ Agree strongly (5)
 ■ Agree somewhat (4)
 ■ Neither agree nor disagree (3)
 ■ Disagree somewhat (2)
 ■ Disagree strongly (1)

7. How much do you agree or disagree that the work you do is...

Satisfaction Profile

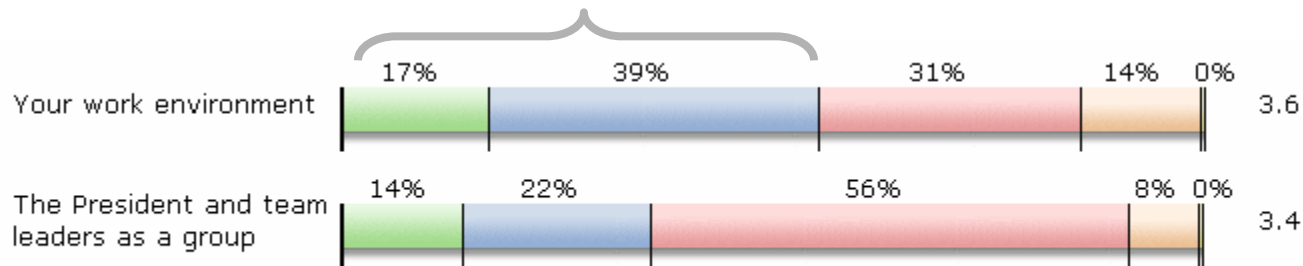
ABC staff members are quite satisfied with their opportunities for professional development (66%) and with their team leaders (74%), since both measures exceed the benchmarks. With 42% being extremely or very satisfied, ABC falls a little short in terms of recognition by others and, at 43%, ABC is on par for perceived opportunities for advancement. ABC's team-based structure, however, should be a cause for concern, given that fewer than half (44%) are satisfied with it, with little difference in opinion between team leaders (50%) and team members (42%).




8. How satisfied are you with each of the following aspects of your job and/or the organization?

Satisfaction Profile

In addition to concerns about the organization's team-based structure, the ABC work environment also seems to be less than fully satisfactory, with just over one-half being extremely or very satisfied with it (56%), against the norm of 76%. There is also little endorsement overall of the organization's President and team leaders as a group – just more than one-third of all ABC staff express a favorable opinion of the management team (36%), while more than one-half are just somewhat satisfied (56%).



 Benchmark

	ABC	ORG	U.S.
Your work environment	56%	76%	70%
The President and team leaders as a group	36%	56%	55%

Extremely satisfied (5)
 Very satisfied (4)
 Somewhat satisfied (3)
 Not very satisfied (2)
 Not at all satisfied (1)

8. How satisfied are you with each of the following aspects of your job and/or the organization?

Vision and Values

Perceived Vision

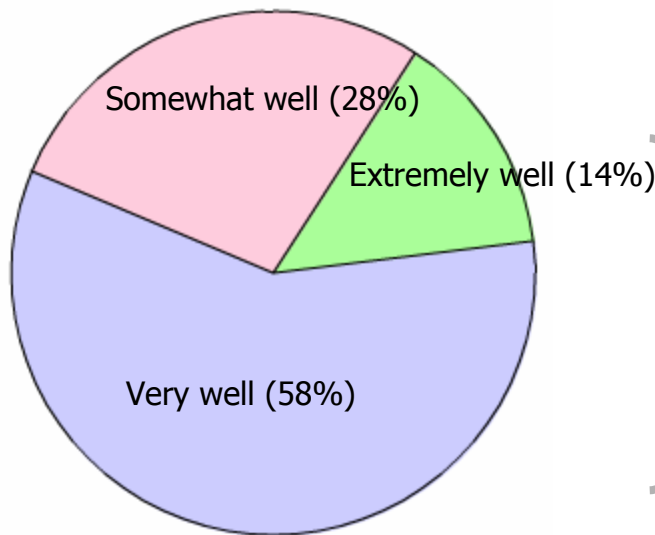
ABC staff members clearly play back the organization's mission of advancement of, and support for, independent schools.

<i>In your own words, please describe ABC 's mission, vision and values.</i>	<i>Total</i>	<i>Team Leaders</i>	<i>Team Members</i>
To be the national voice/leadership for membership	39%	75%	25%
To serve and support the needs of membership	34%	58%	25%
To offer programs, high quality products and services, etc.	29%	17%	38%
To promote high standards of educational quality, equity and fairness	24%	25%	25%
To advance and strengthen independent member facilities	18%	17%	21%


10. In your own words, please describe ABC 's mission, vision and values.

Fulfillment of Vision

ABC staff members generally believe that the organization effectively lives up to their perception of its vision. With more than seven-in-ten (72%) agreeing that ABC fulfills its vision either extremely or very well, this level matches the benchmark (71%) and exceeds that of all U.S. employees (60%). However, team leaders agree much more strongly that the organization is fulfilling its mission (91%) than do team members (62%).



Extremely/Very Well:



Benchmark		
ABC	ORG	U.S.
72%	71%	60%

- Extremely well (5) 14%
- Very well (21) 58%
- Somewhat well (10) 28%
- Not very well (0) 0%
- Not at all well (0) 0%

11. In your opinion, which of the following statements best describes how well the organization fulfills its philosophy and mission?

Culture

Impressions of the ABC Culture

Staff perceptions of the “culture” at ABC focus on an apparent “conflict” in opinions that, on one hand, perceive ABC to offer an atmosphere that is:

- Professional, intelligent, innovative, creative, dynamic and over-achieving.

On the other hand, the environment at ABC is almost equally likely to be described as one of :

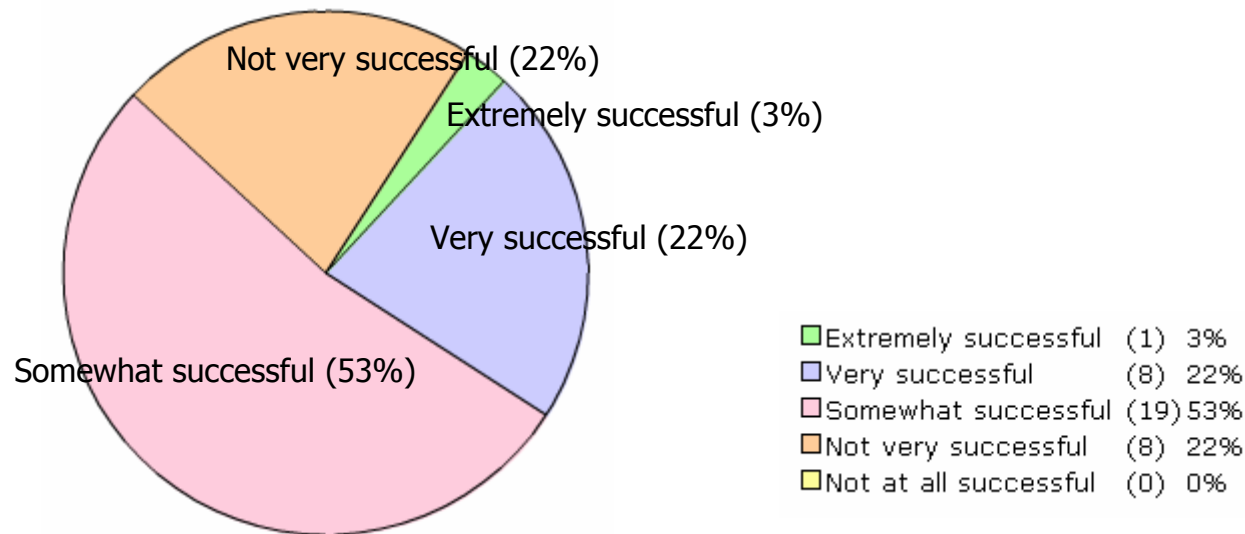
- Commotion and confusion within a cliquish, hierarchical organization (despite professing to be flat and team-based) that puts too much emphasis on output and productivity to the detriment of staff members.

The negative perceptions of the culture seem to arise from concerns about a disproportionate distribution of work within the organization, leading to the opinion that some staff members are “carrying” others, a sense of unwillingness on the part of the President and team leaders as a whole to address ongoing issues of poor performance, as well as problems arising from what is seen as being a mix of functional and dysfunctional teams.

14. In your own words, how would you describe the “culture” at ABC ?

ABC ' Team-Based Structure

Staff members at ABC do not appear to be very enthusiastic about the organization's success at becoming a truly team-based organization. Only 3% believe that ABC has been extremely successful in achieving this goal and just one-in-five (22%) believe that organization has been very successful, for a total of just 25%. Alternatively, one-half believe that ABC has been only somewhat successful (53%), whereas almost one-in-five (22%) think it has not been very successful. There is not much difference between team leaders and members on this measure.



15. In your opinion, how successful has ABC been in creating a truly team-based organization?

Recommendations for ABC ' Team-Based Structure

The recommendations made by ABC staff for ways in which to improve the team-based structure focus primarily on greater empowerment of all team members, as opposed to just the team leaders, to act in leadership positions and recognition by the President and team leaders of the value that comes from encouraging team-based decision making.

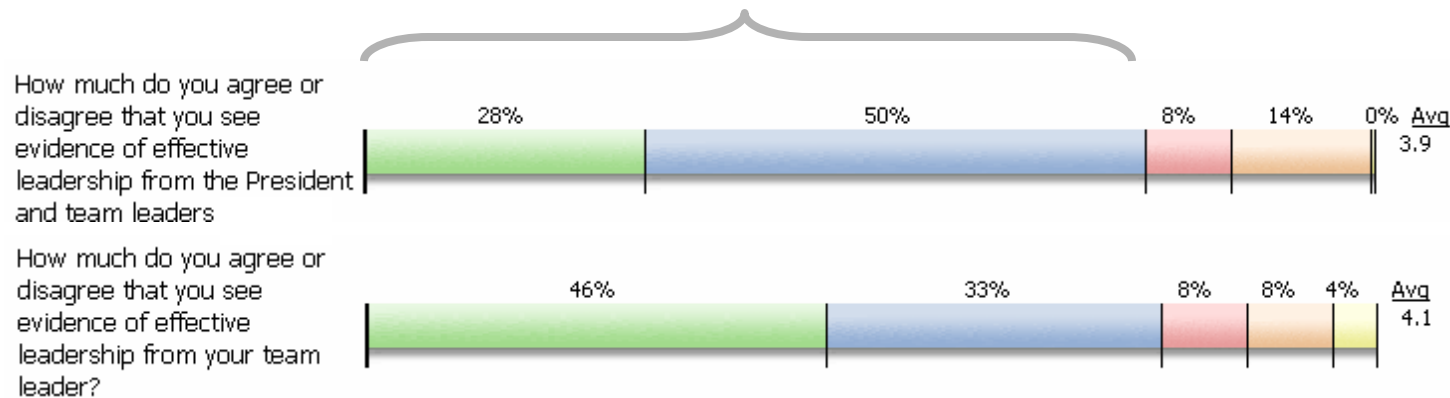

Some of the specific recommendations include:

- Defining exactly what being "team-based" means in the context of ABC 's goals and objectives.
- Finding the "right" mix of hierarchy and team specifically for ABC ' needs.
- Establishing clearly-defined decision-making procedures to increase accountability both within and across teams, as well as minimizing the "arbitrariness" in how decisions are currently made.
- Ensuring that all personnel and their training and capabilities are suitable for a team-based approach.

16. What does being a team-based organization mean to you? What would you change to help make ABC fully team-based?

Effectiveness of Leadership

Staff members of ABC perceive reasonably strong levels of leadership from both the President and team leaders as a whole (78%) as well as from their own team leaders (79%). Agreement on these leadership perceptions is high relative to the benchmark for the sector, especially the rating of leadership from the President and team leaders.

Benchmark		
ABC	ORG	U.S.
78%	64%	60%
79%	74%	75%

19. How much do you agree or disagree that you see evidence of effective leadership from the President and team leaders at ABC ?
23. How much do you agree or disagree that you see evidence of effective leadership from your team leader?

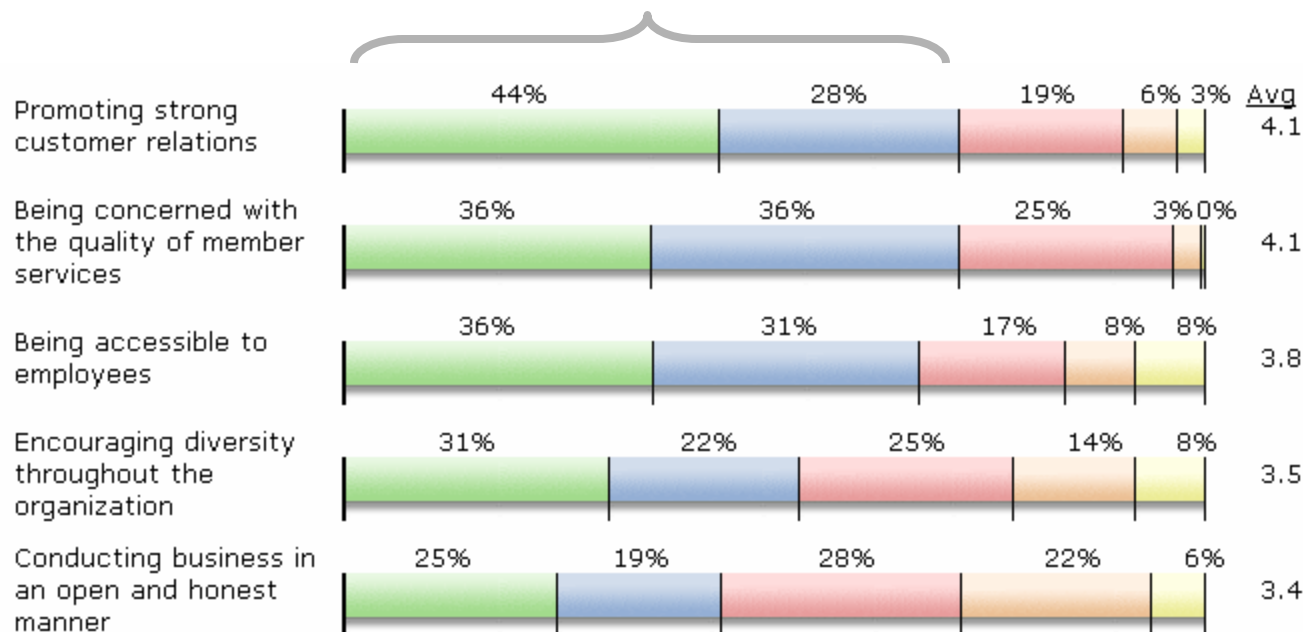
Perceptions of the President/Team Leaders


Relative to the sector norms for senior management, ABC staff members believe that the President and team leaders are particularly effective at managing the organization and having a clear plan for the future, stating the corporate objectives clearly and, especially, implementing processes and procedures to achieve continuous improvement, in addition to being accessible to employees. These results suggest that ABC staff members perceive that there is effective “stewardship” of the organization, which is consistent with the strong levels of perceived leadership.

In general, the President and team leaders of ABC match the sector norm in terms of promoting strong customer relations, encouraging opportunities for career growth among employees, establishing worthwhile priorities, making decisions promptly, developing a team-based environment and both knowing and caring about what is on employees’ minds.

However, there are a number of areas where the ratings of the President and team leaders fall short of the benchmarks and all of these reflect the perceived treatment of employees. In particular, there are concerns to what degree the President and team leaders encourage diversity throughout the organization, conduct business in an open and honest manner, treat employees with respect and dignity, are accountable for their conduct and performance, foster the organization’s values, understand the need for employees to balance their work and personal lives, lead by example through their own behavior and treat everyone equally.

President/Team Leader Perceptions



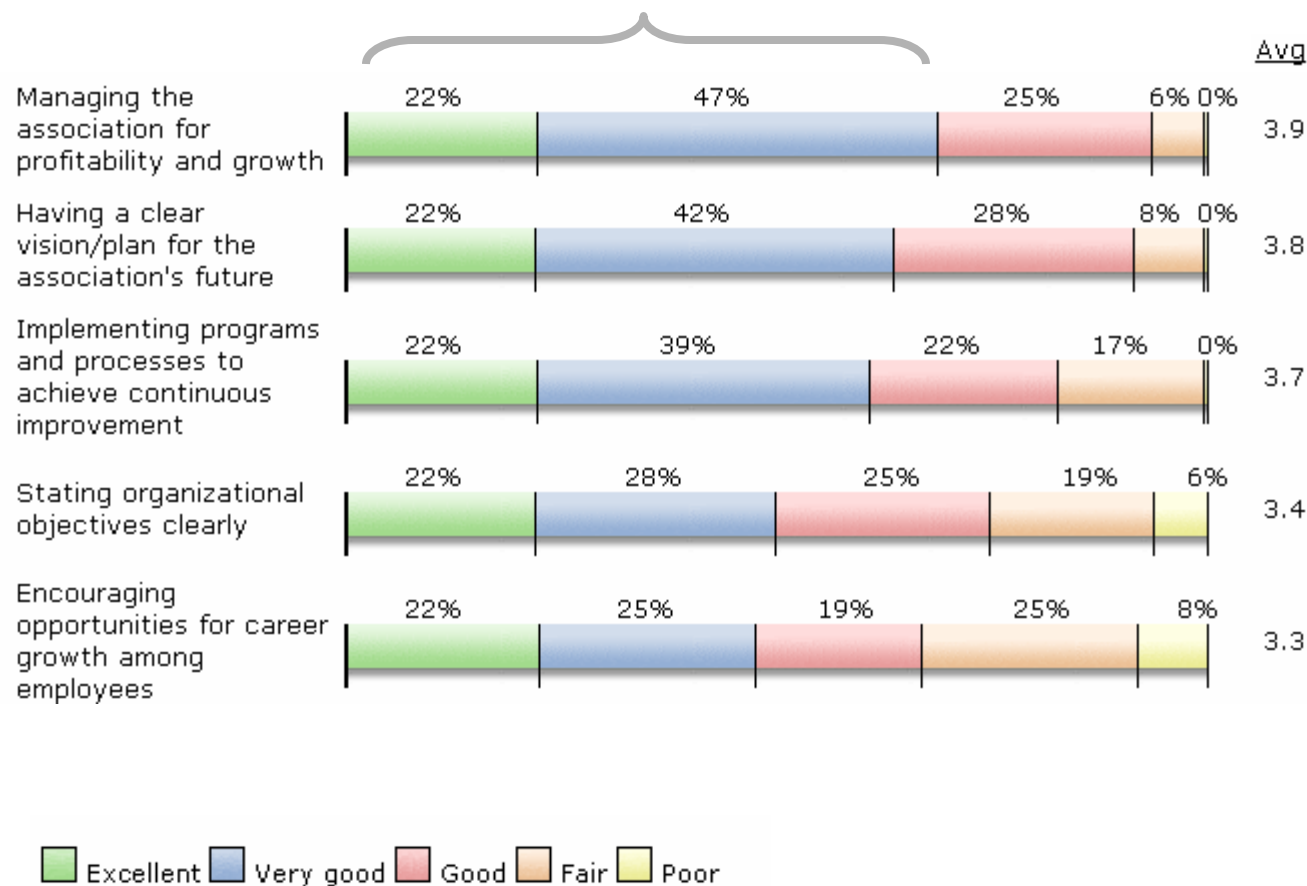
 Benchmark

	ABC	ORG	U.S.
Promoting strong customer relations	72%	72%	65%
Being concerned with the quality of member services	72%	N/A	N/A
Being accessible to employees	67%	51%	60%
Encouraging diversity throughout the organization	53%	70%	65%
Conducting business in an open and honest manner	44%	60%	55%

■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor

20. In your judgment, how good a job are the President and team leaders doing regarding each of the following aspects of the organization?

President/Team Leader Perceptions

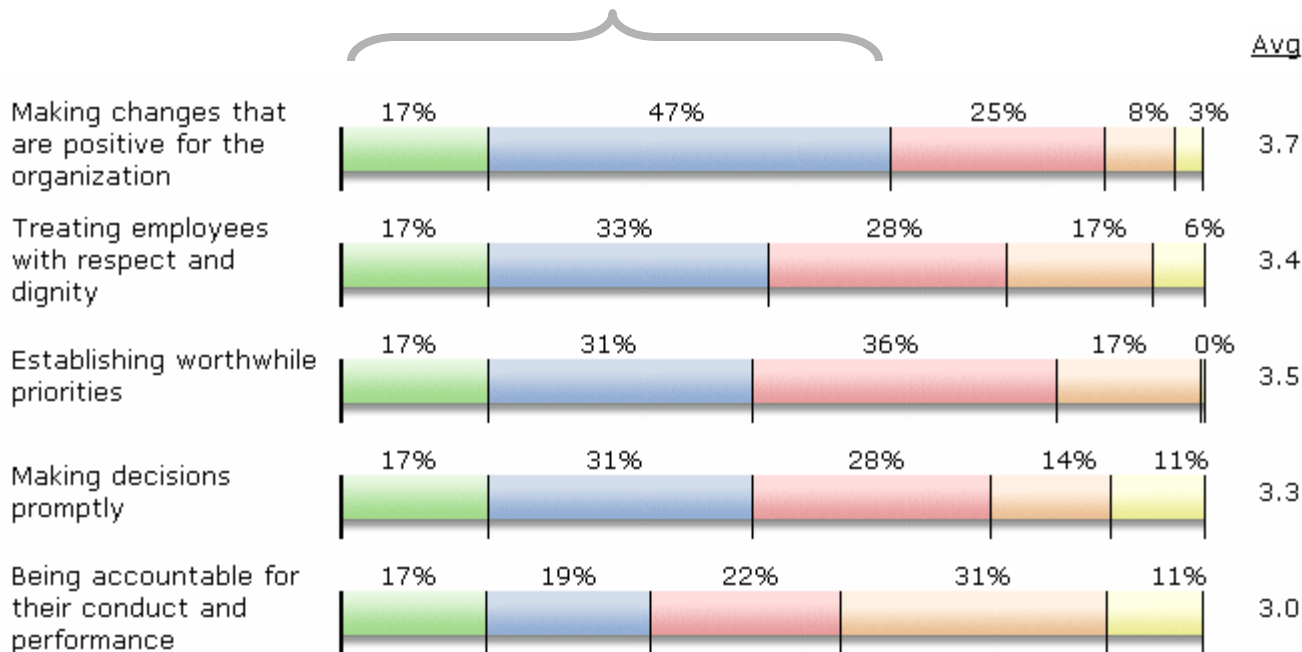


 **Benchmark**

ABC	ORG	U.S.
69%	62%	55%
64%	52%	50%
61%	48%	45%
50%	41%	45%
47%	50%	45%

20. In your judgment, how good a job are the President and team leaders doing regarding each of the following aspects of the organization?

President/Team Leader Perceptions



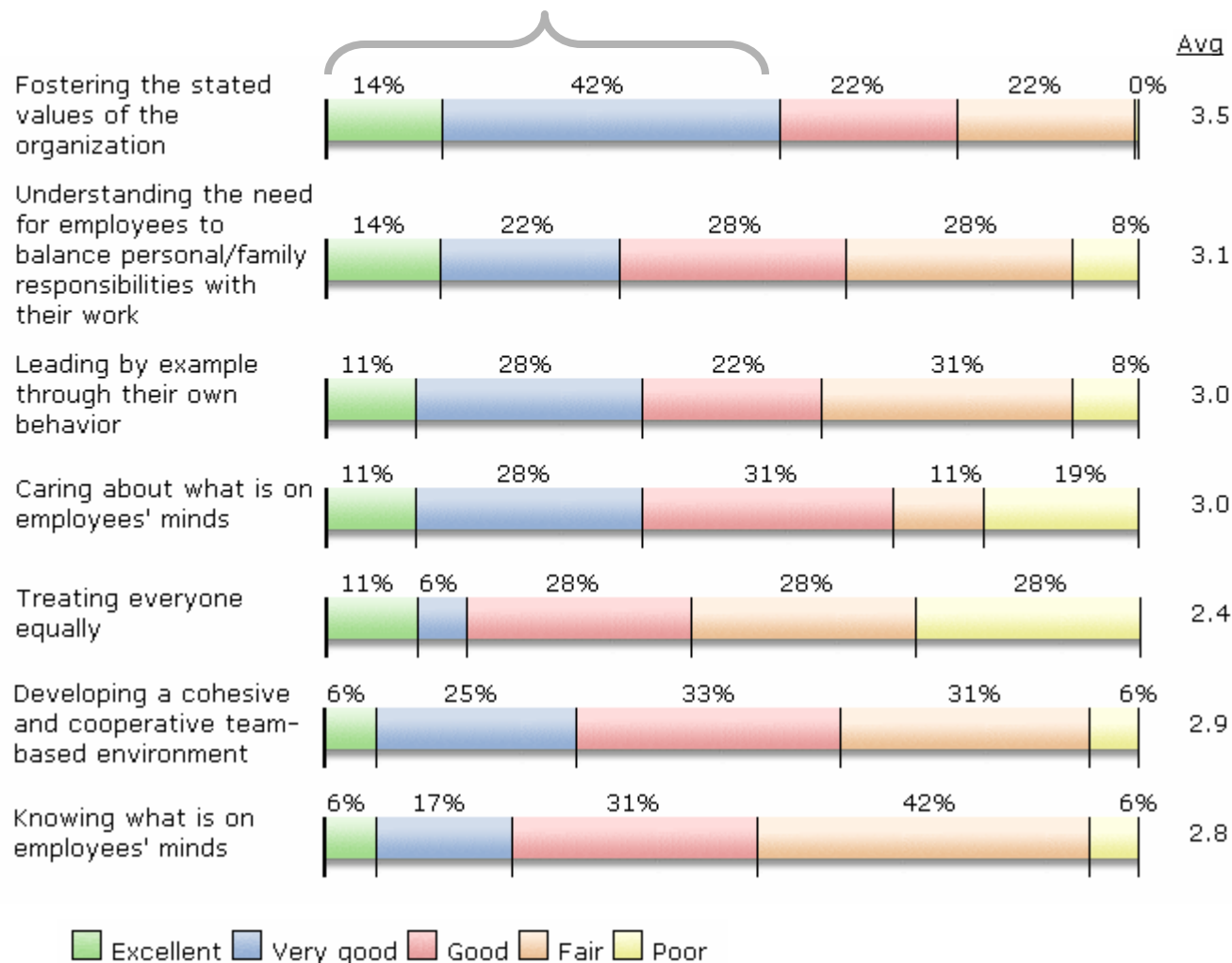
■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor


 **Benchmark**

	ABC	ORG	U.S.
Making changes that are positive for the organization	64%	65%	60%
Treating employees with respect and dignity	50%	66%	60%
Establishing worthwhile priorities	48%	52%	50%
Making decisions promptly	48%	48%	45%
Being accountable for their conduct and performance	36%	62%	55%

20. In your judgment, how good a job are the President and team leaders doing regarding each of the following aspects of the organization?

President/Team Leader Perceptions



 Benchmark

	ABC	ORG	U.S.
Fostering the stated values of the organization	56%	64%	60%
Understanding the need for employees to balance personal/family responsibilities with their work	36%	66%	60%
Leading by example through their own behavior	39%	57%	55%
Caring about what is on employees' minds	39%	38%	30%
Treating everyone equally	17%	47%	40%
Developing a cohesive and cooperative team-based environment	31%	32%	30%
Knowing what is on employees' minds	23%	29%	25%

20. In your judgment, how good a job are the President and team leaders doing regarding each of the following aspects of the organization?

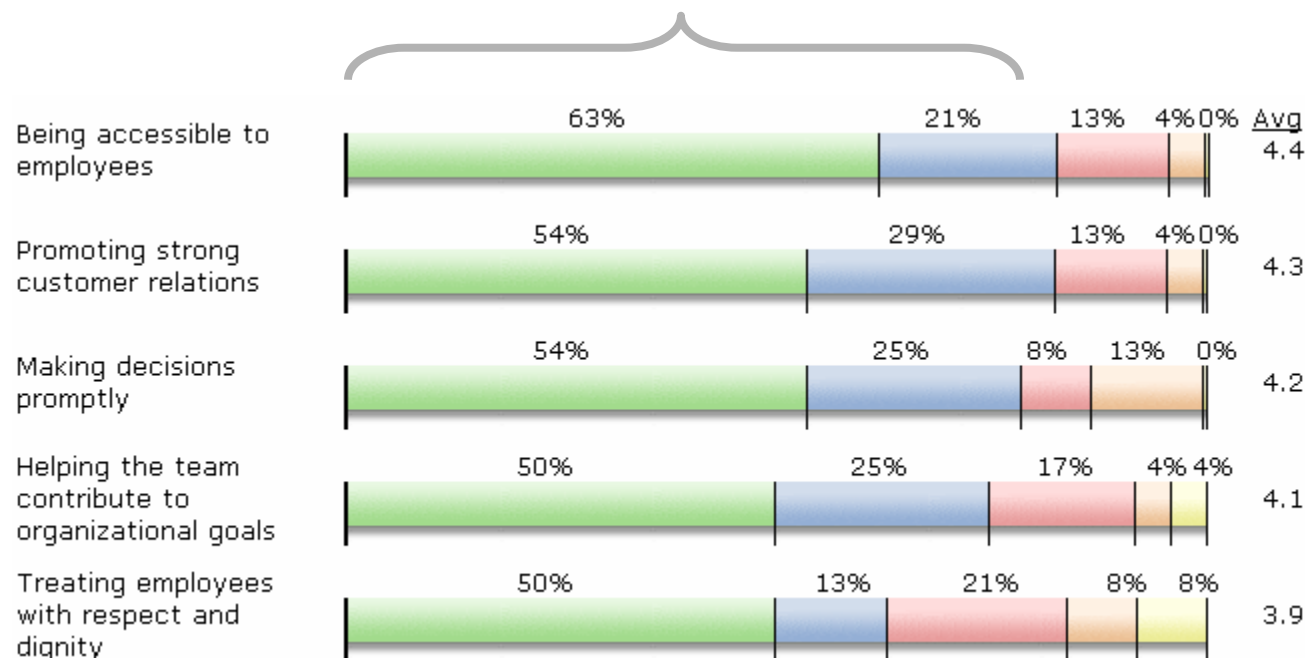
Perceptions of Individual Team Leaders

Compared to the sector benchmarks for immediate supervisors, the individual team leaders at ABC appear to be successful at promoting strong customer relations, making decisions promptly and developing a cohesive and cooperative team environment.

They match the benchmarks for being accessible to employees, helping their teams contribute to organizational goals, conducting business in an open and honest manner, being accountable for their conduct and performance, implementing procedures and processes to achieve continuous improvement, providing clear direction and feedback, showing an understanding of employee issues and encouraging career opportunities for their employees.

The primary gaps between the performance of individual team leaders and the sector norms cover some of the same issues identified for the President and team leaders as a group – these include treating employees with respect and dignity, leading by example through their own behavior, treating everyone equally and, especially, understanding the need for employees to balance their personal and family responsibilities with their work.

Individual Team Leader Perceptions



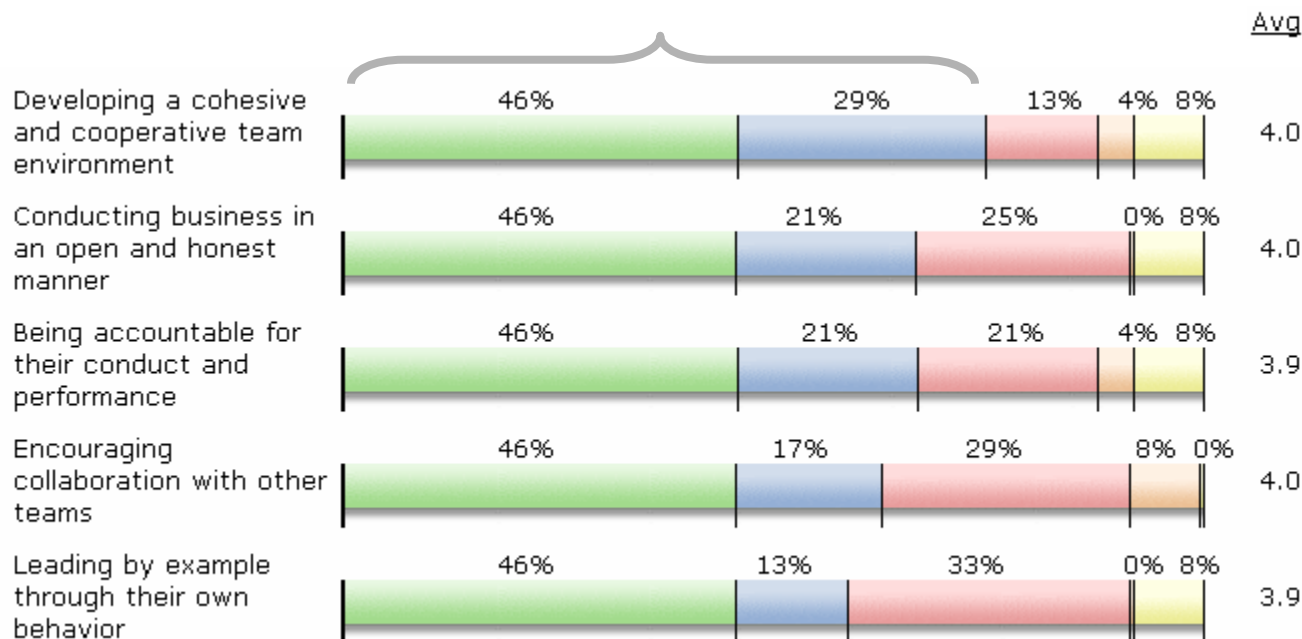
■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor


 **Benchmark**

	ABC	ORG	U.S.
Being accessible to employees	74%	75%	70%
Promoting strong customer relations	83%	70%	60%
Making decisions promptly	79%	63%	55%
Helping the team contribute to organizational goals	75%	71%	65%
Treating employees with respect and dignity	63%	75%	70%

24. Please rate how good a job your team leader is doing in each of the following areas:

Individual Team Leader Perceptions

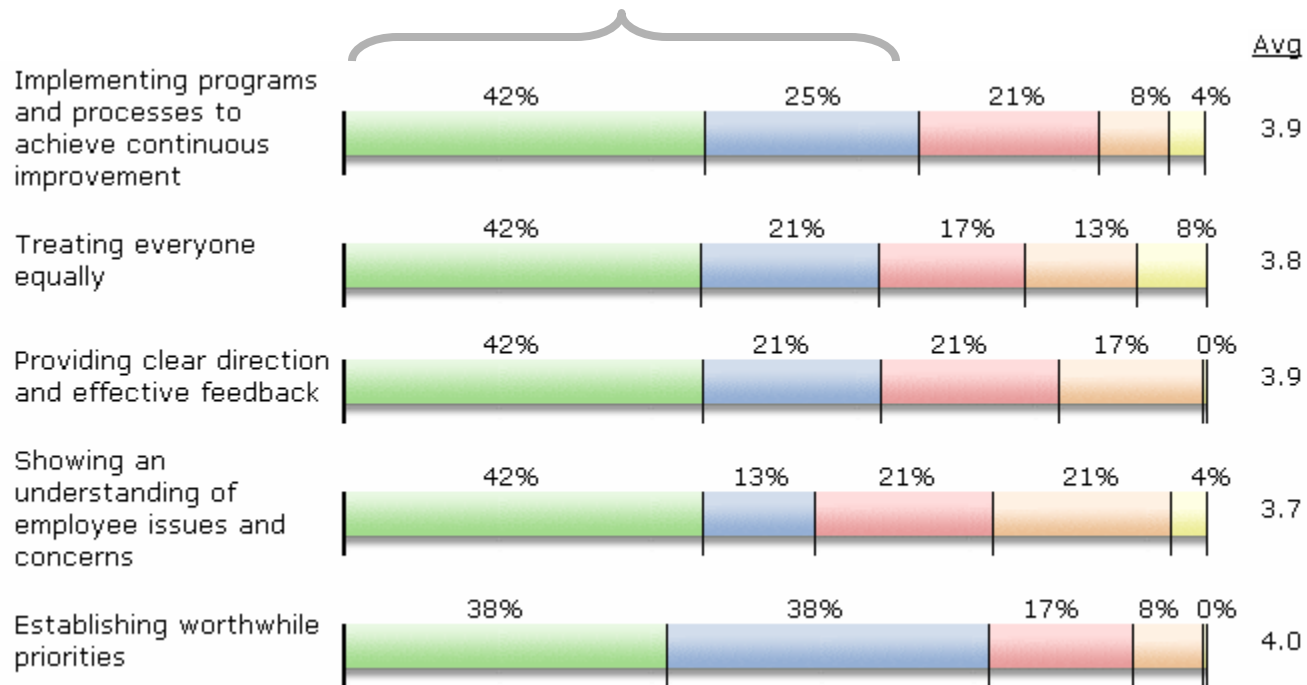


 Benchmark


	ABC	ORG	U.S.
	75%	61%	60%
	67%	68%	60%
	67%	69%	65%
	63%	N/A	N/A
	59%	66%	65%

24. Please rate how good a job your team leader is doing in each of the following areas:

Individual Team Leader Perceptions



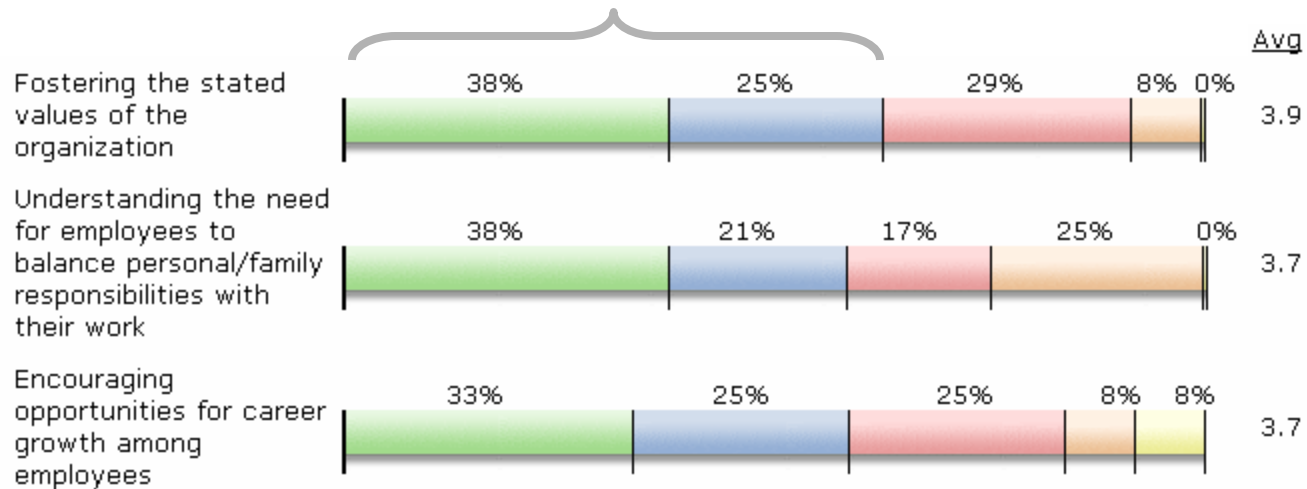
■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor


 Benchmark

ABC	ORG	U.S.
67%	64%	60%
63%	70%	60%
63%	63%	55%
65%	62%	55%
76%	72%	60%

24. Please rate how good a job your team leader is doing in each of the following areas:

Individual Team Leader Perceptions



 Benchmark

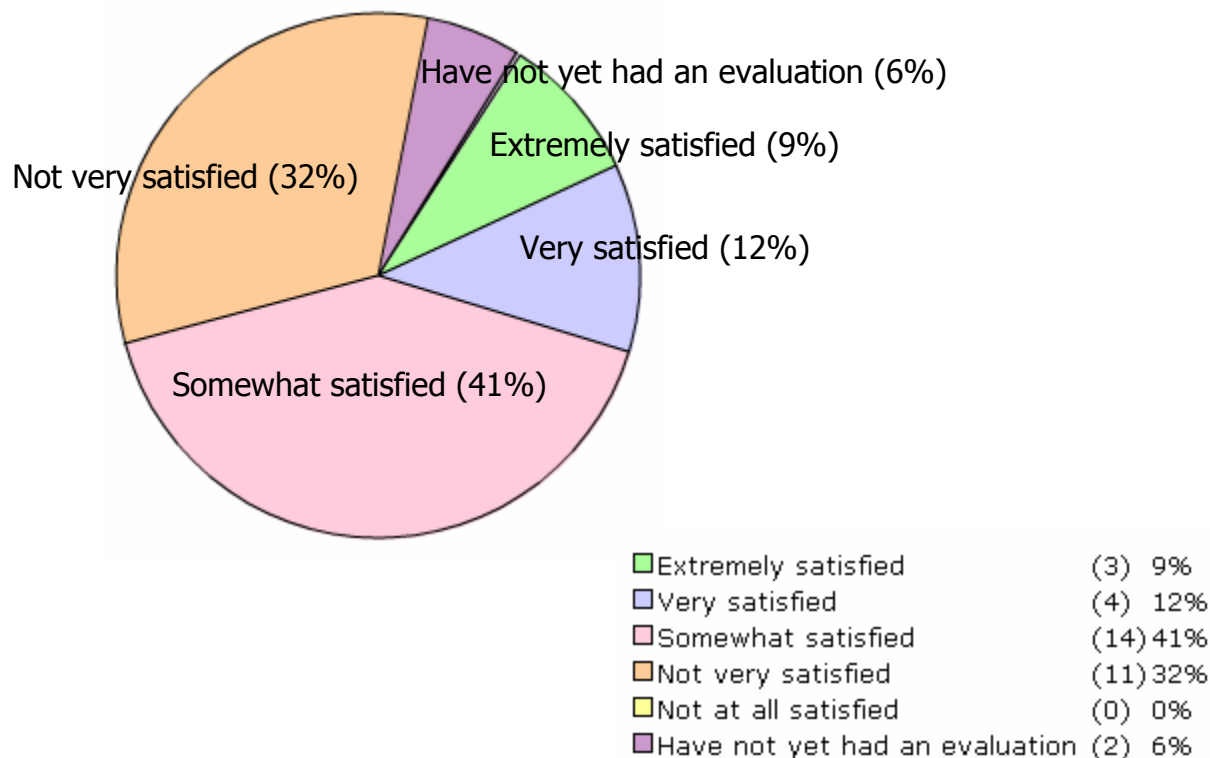
	ABC	ORG	U.S.
Fostering the stated values of the organization	63%	69%	60%
Understanding the need for employees to balance personal/family responsibilities with their work	59%	78%	75%
Encouraging opportunities for career growth among employees	58%	54%	50%

Excellent
 Very good
 Good
 Fair
 Poor

24. Please rate how good a job your team leader is doing in each of the following areas:

Performance Evaluation Program

ABC staff members are not particularly satisfied with the organization's performance evaluation program. Just one-in-five (21%) are extremely or very satisfied with the program, while four-in-ten (41%) are just somewhat satisfied and one-third (32%) are not very satisfied with it. Fewer than one-in-ten (6%) have not yet had an evaluation.



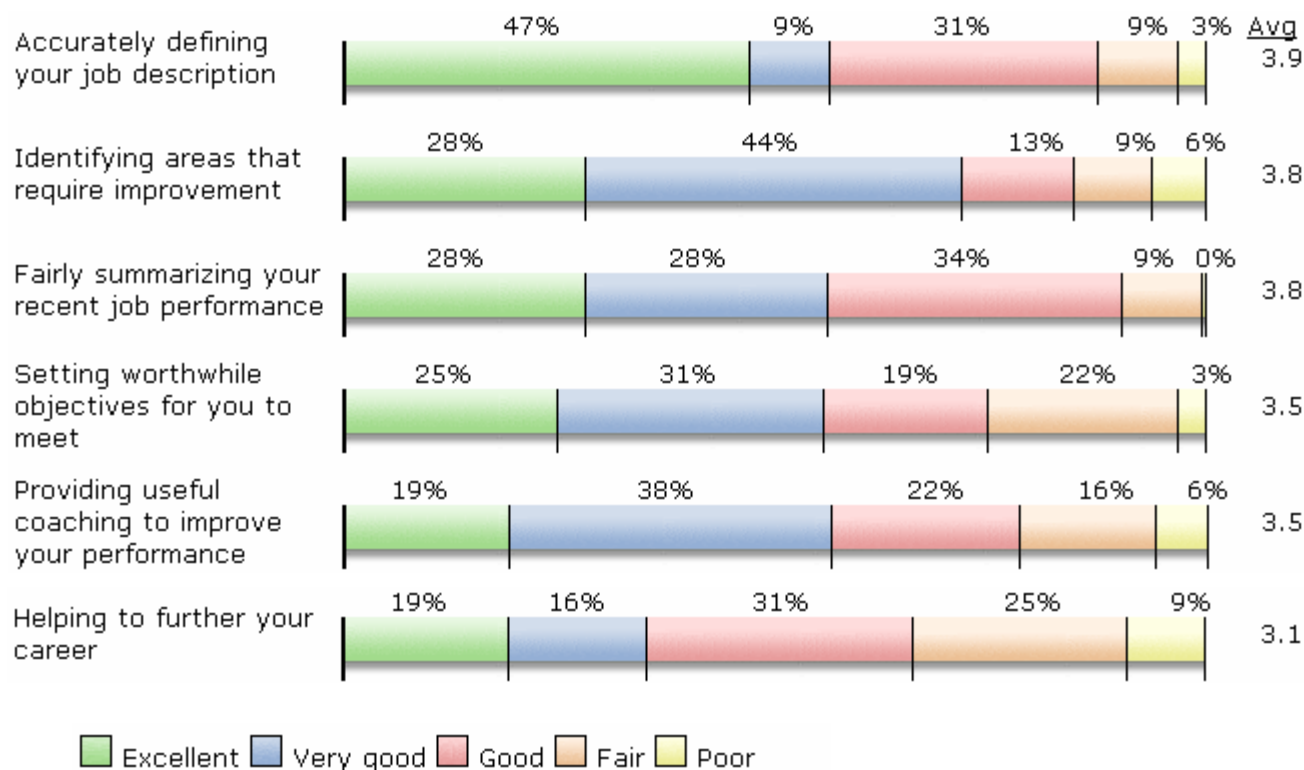
53. In general, how satisfied are you with the performance evaluation program?

Performance Review Evaluation

Although ABC reviews appear to do well at identifying areas that require improvement and are reasonably successful at defining jobs, summarizing recent performance and providing coaching, the key gap appears to be the ability of reviews to set worthwhile objectives for staff members to meet.

 **Benchmark**

ABC	ORG	U.S.
56%	63%	60%
72%	71%	60%
56%	61%	55%
56%	72%	65%
57%	48%	40%
35%	39%	35%



49. How would you rate your most recent performance review on each of the following attributes?

Culture Evaluator

Summarizing the results of the many culture-oriented attribute statements suggests that ABC 's primary strengths include the organization's commitment to quality service, creativity and innovation, as well as a sense of team spirit and helpfulness among staff members.

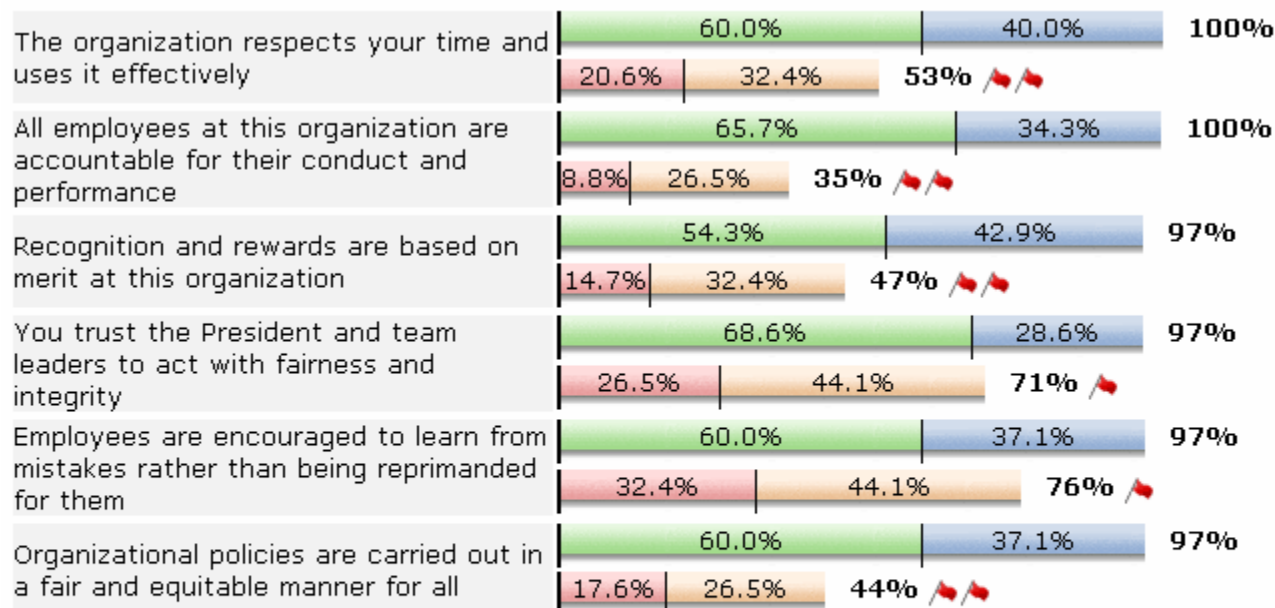
However, there are some serious gaps between importance and performance in the organization's culture which are consistent with the concerns raised about the organization as a whole. The largest gaps are in terms of:


- Ensuring that all staff members are held accountable for their conduct and performance.
- Applying organizational policies in a fair and equitable manner.
- Taking corrective actions when performance standards are not met.
- Having everyone follow clear guidelines and instructions about work.
- Distributing rewards and recognition on the basis of merit.

These issues all highlight the theme of fair treatment of employees that runs throughout these findings. Additional concerns related to culture have to do with finding the proper work-life balance and agreement on whether the organization hires the right people for the right jobs and its willingness to promote from within the organization.

Culture Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag  indicates a gap of 20+ points.

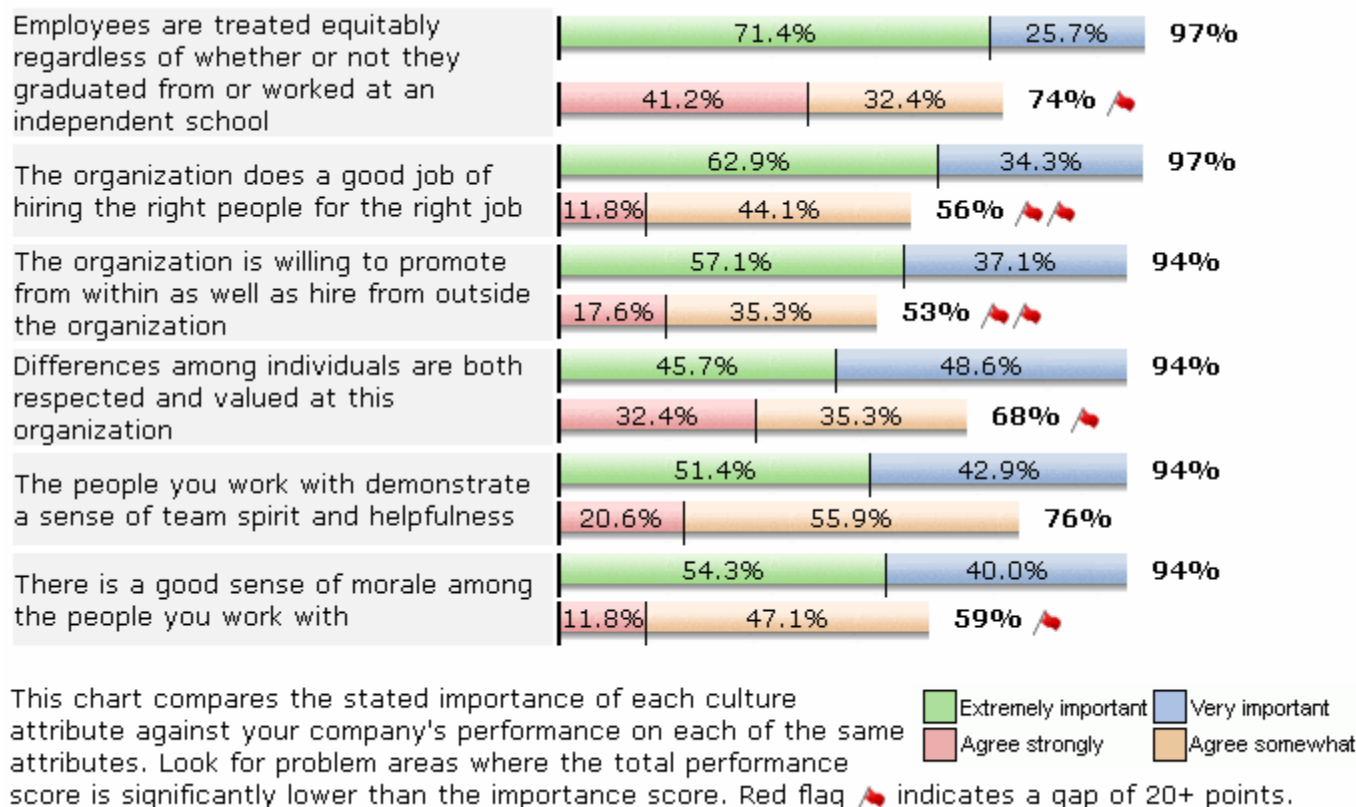


32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

Culture Evaluator

- Importance vs. Performance -

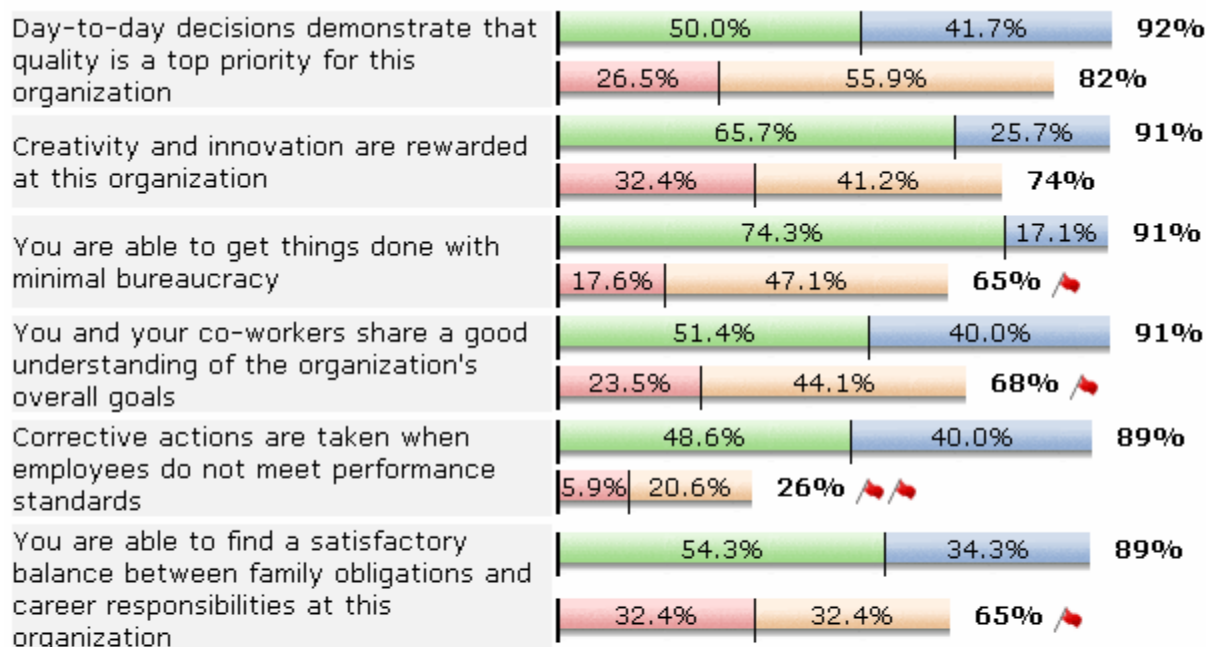


32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

Culture Evaluator

- Importance vs. Performance -



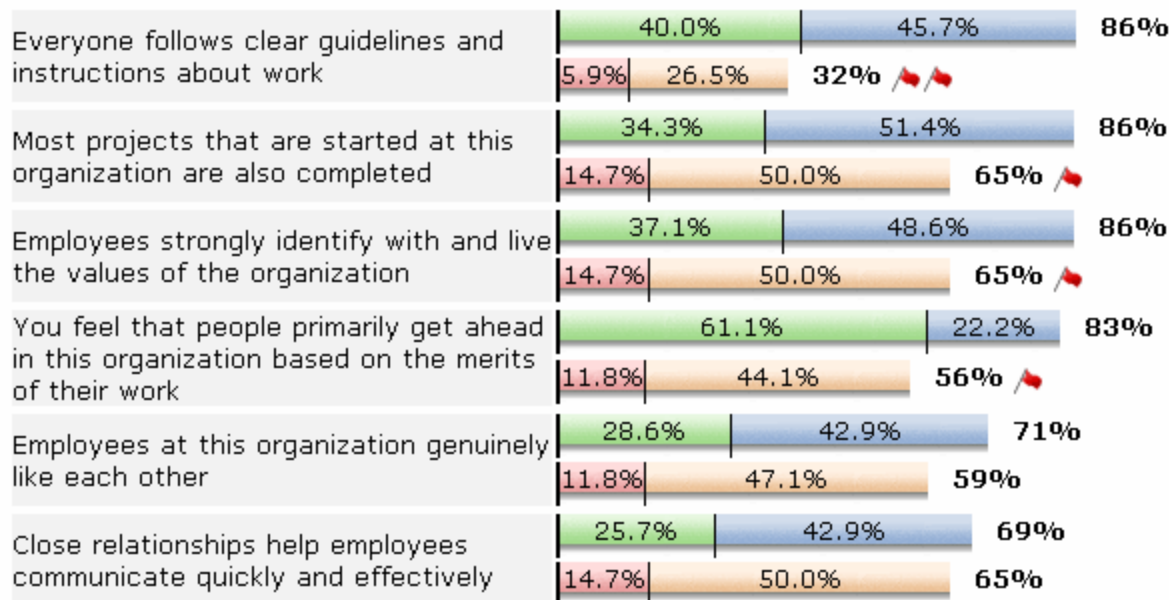
This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

Culture Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

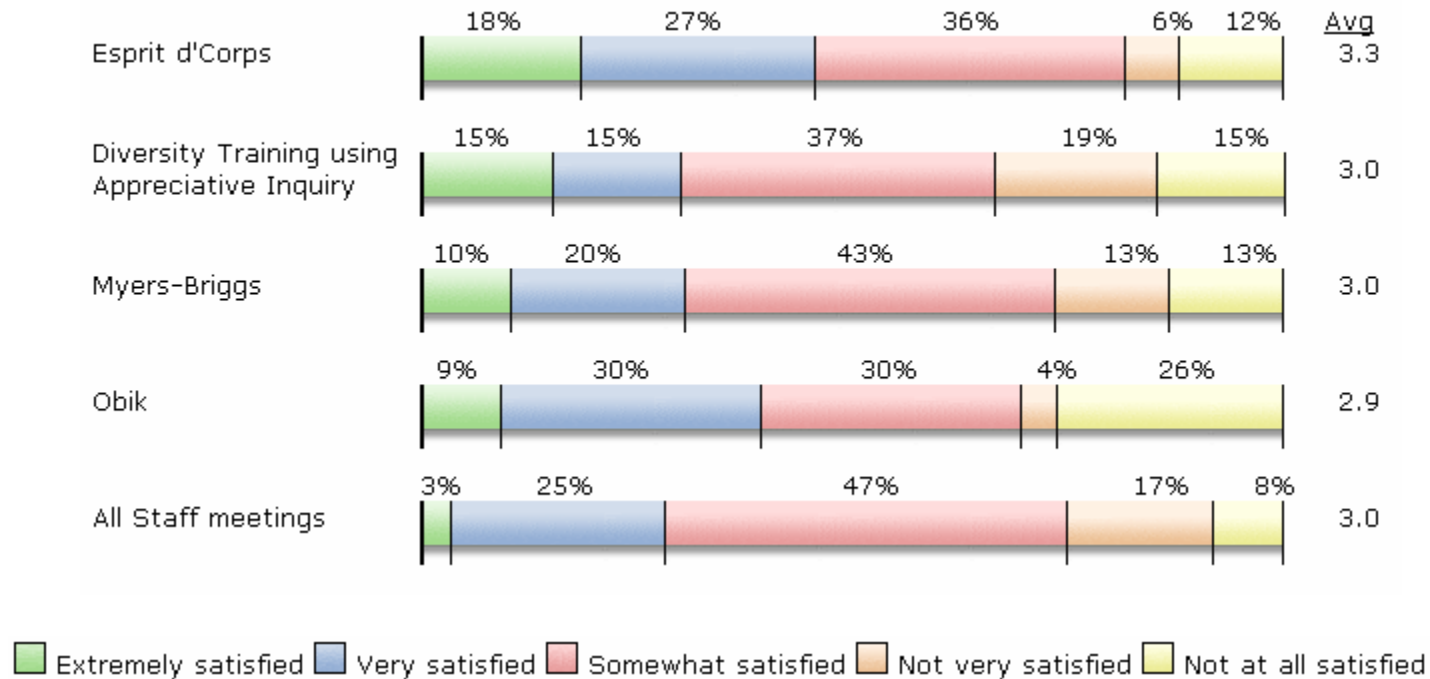
■ Extremely important
 ■ Very important
■ Agree strongly
 ■ Agree somewhat

32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

ABC Initiatives

ABC staff members are not especially satisfied with the various initiatives undertaken at the organization. Less than one-half (45%) are satisfied with Esprit d'Corps and only one-in-three are satisfied with the Diversity Training using Appreciative Inquiry (while 34% are dissatisfied with it), the Myers-Briggs Typing or the All Staff Meetings. Although four-in-ten (39%) are satisfied with Obik, 30% are either not very or not at all satisfied with it. The primary recommendations for team-based initiatives revolve around specific training on building and maintaining teams.

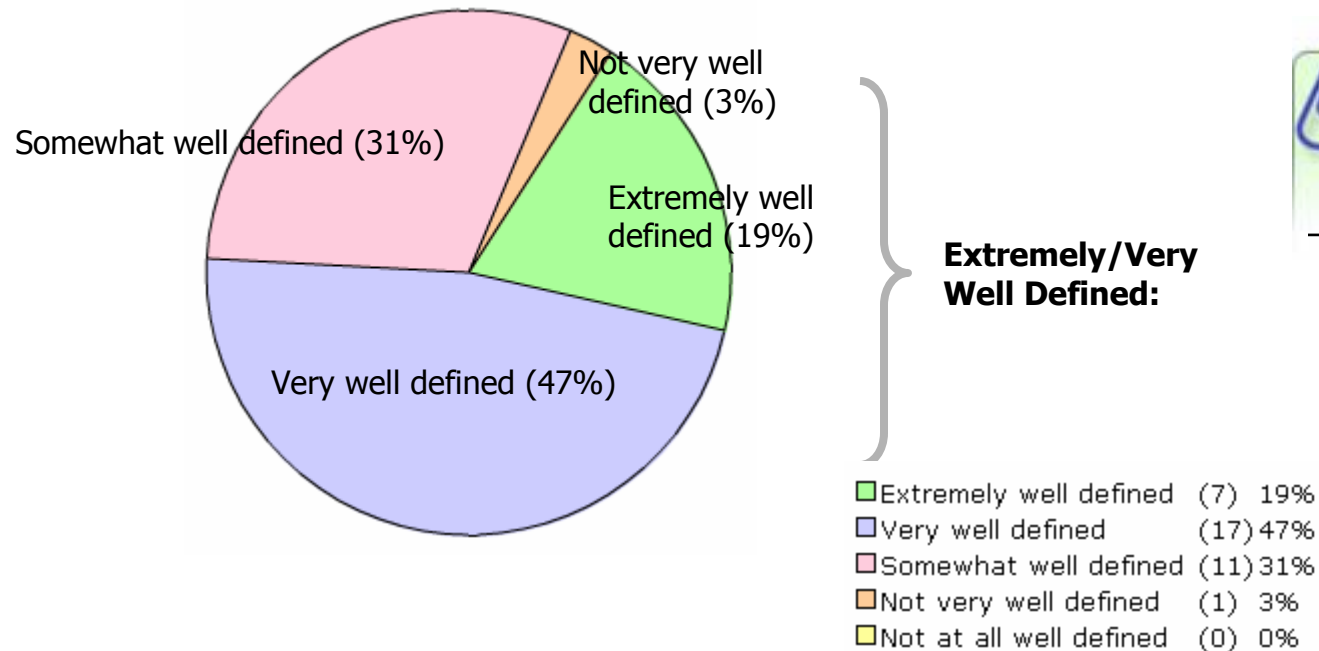



17. How satisfied have you been with each of the following ABC initiatives? 18. Are there any other team building initiatives that would be useful?

Commitment






Job Definition

At ABC , there appears to be some weakness in how well job requirements and responsibilities are defined, since this measure is substantially lower than the sector benchmark. There seems to be a need for greater clarity in job definition among team members in particular.



 **Benchmark**

ABC	ORG	U.S.
66%	79%	74%

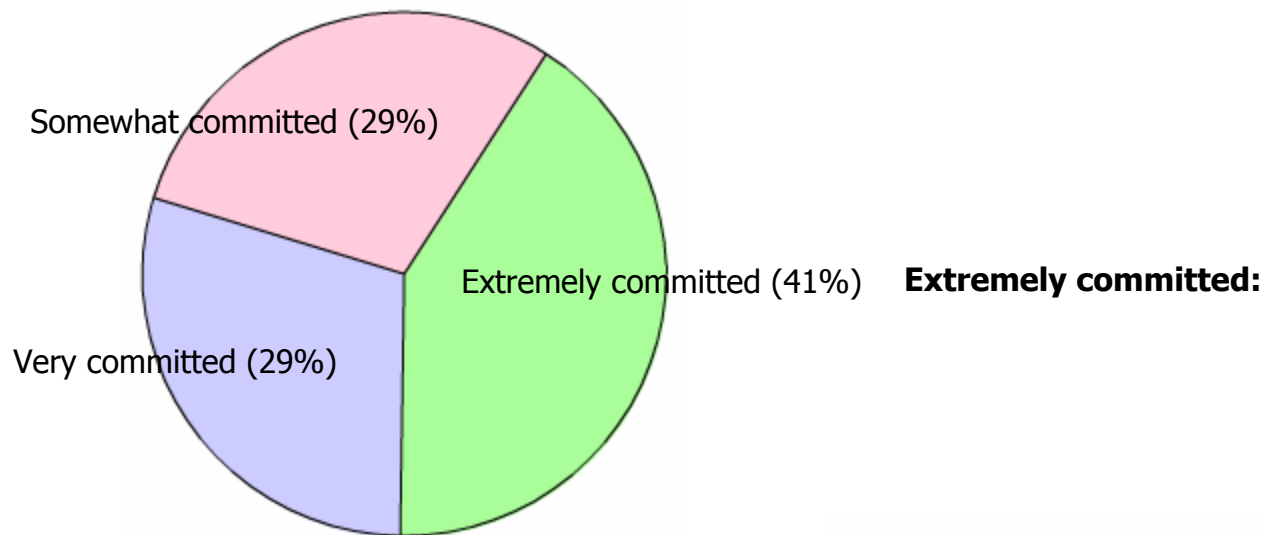
 Agree strongly
  Agree somewhat
  Neither agree nor disagree
  Disagree somewhat
  Disagree strongly


2. How well defined are the requirements and responsibilities of your job?

Strength of Commitment

- To ABC -

It is encouraging to note that ABC staff members express a level of commitment to the organization that matches the benchmark for similar organizations. However, consistent with the overall pattern of results, team leaders seem to feel more committed than team members.



 Benchmark

ABC	ORG	U.S.
41%	41%	35%

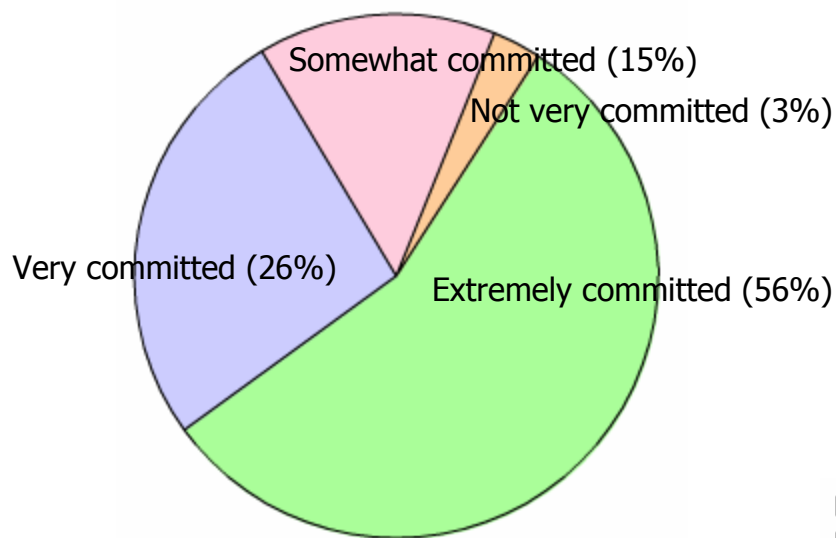
- Extremely committed (14) 41%
- Very committed (10) 29%
- Somewhat committed (10) 29%
- Not very committed (0) 0%
- Not at all committed (0) 0%

60. How strong a commitment do you feel towards this organization? Would you say that you feel...


Strength of Commitment

- To Career -

In addition to feeling a strong commitment to the organization, ABC staff also express a level of commitment to their careers that matches the norm set in the sector.



Extremely committed:



Benchmark		
ABC	ORG	U.S.
56%	54%	45%

- Extremely committed (19) 56%
- Very committed (9) 26%
- Somewhat committed (5) 15%
- Not very committed (1) 3%
- Not at all committed (0) 0%

61. How strong a commitment do you feel towards your career/the type of work that you do?

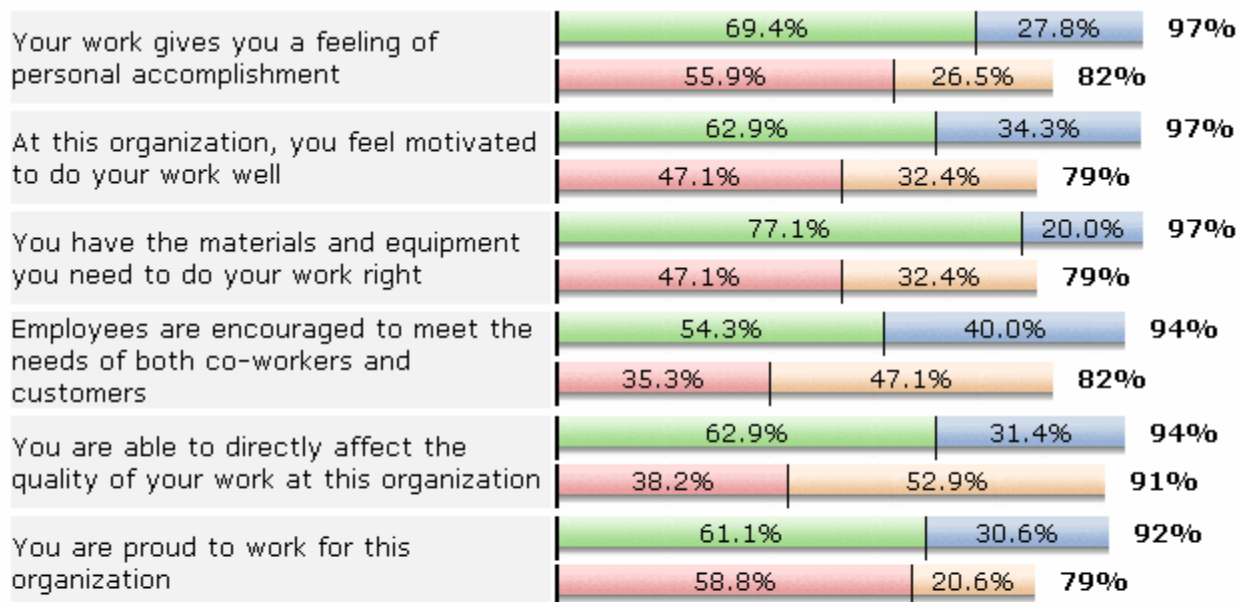
Commitment Evaluator

There are very few gaps on the commitment-related work attributes, with ABC employees agreeing that they feel motivated, empowered and positively challenged by their jobs. They also agree that they are provided with the materials and equipment they need to do their work right.

Almost all ABC employees appreciate the ability to directly affect the quality of their work and show a willingness to work "above and beyond the call of duty" for ABC . Also, three-quarters of ABC employees feel secure in their positions.

Commitment Evaluator

- Importance vs. Performance -



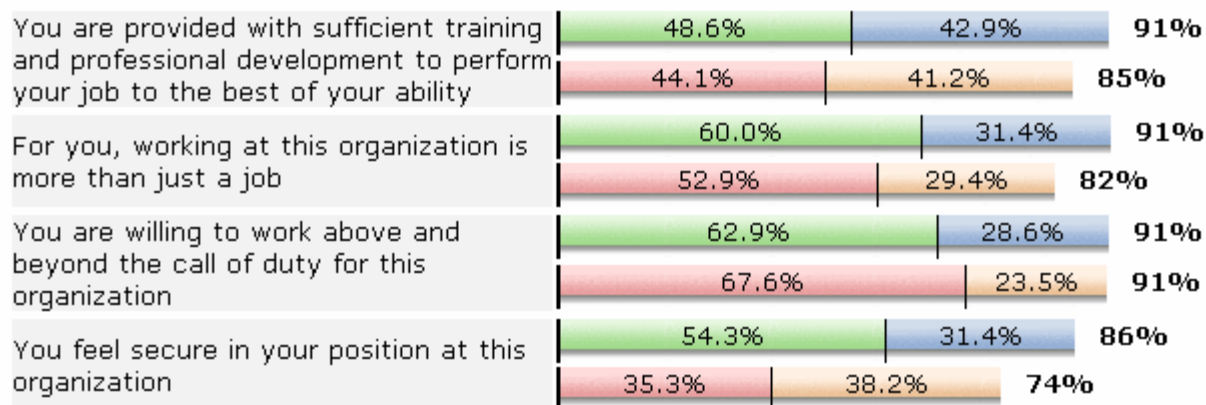
This chart compares the stated importance of each commitment attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

Commitment Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each commitment attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

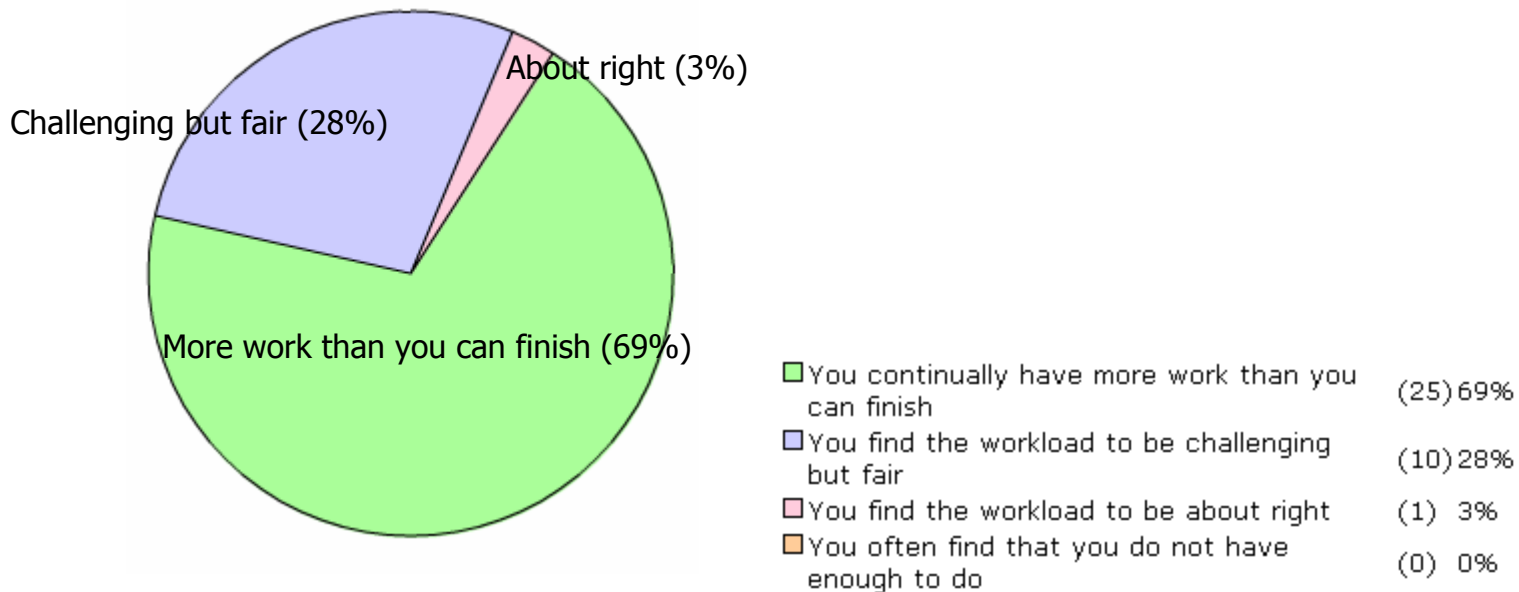


32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.

Workload Perception

Seven-in-ten ABC staff, whether they are team leaders or team members, agree that they continually have more work than they can handle, with just three-in-ten finding their workload to be challenging but fair.



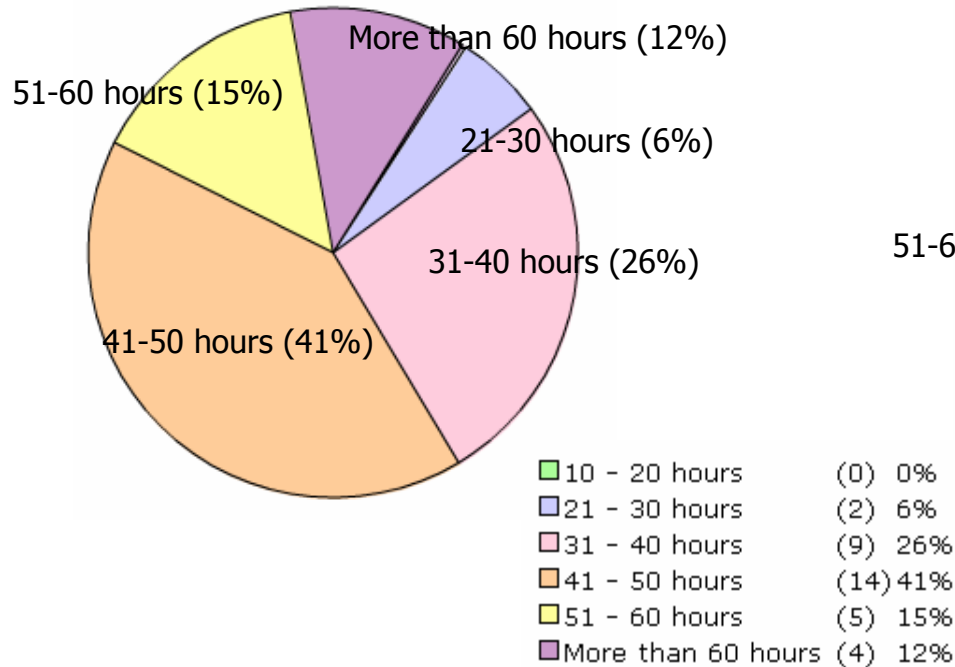
9. Which one of the following statements best describes your workload at ABC ?

Workload Perception

Consistent with the very high agreement that they continually have too much work to do, ABC staff expect to work an average of 46 hours per week but find themselves working an average of 51 hours. The biggest gap is in terms of working between 50 and 60 hours per week – 15% expect to work this many hours per week whereas 38% find themselves working this much per week. Team leaders report working an average of 10 more hours per week than team members.

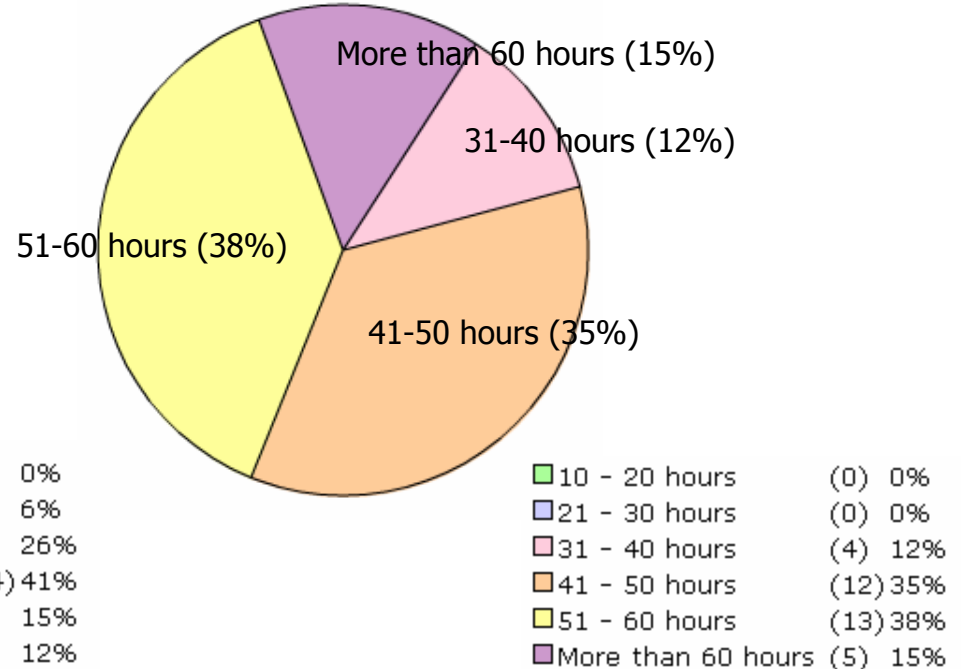
Hours Expected to Work = 46 hours

Team Leaders = 51 hours/ Team Members = 43 hours



Hours Actually Worked = 51 hours

Team Leaders = 58 hours/ Team Members = 48 hours



56. For your role and responsibilities, approximately how many hours are you expected to work in an average week?

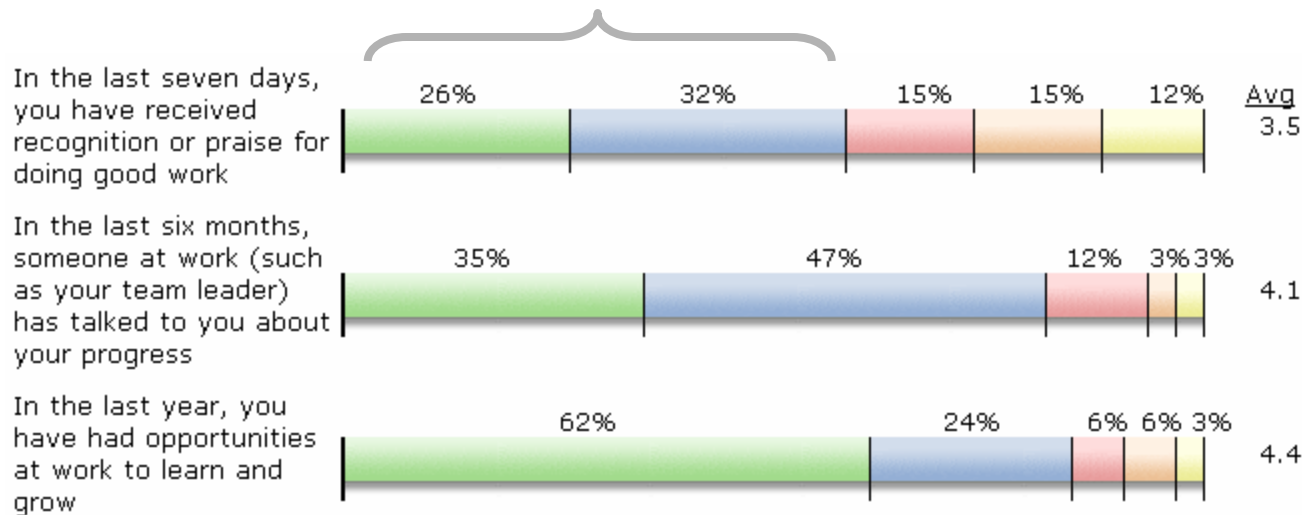
57. And approximately how many hours do you actually work in an average week?

Recognition Index

About six-in-ten ABC staff members have received recognition or praise recently, which is on par with the norm for this measure. On the other hand, they are much more likely to have had a discussion about their progress in the past six months than average and to have had opportunities at work to learn and grow – the high agreement on learning opportunities (86%) is consistent with the high satisfaction on professional development.

 **Benchmark**

ABC	ORG	U.S.
58%	60%	50%
82%	66%	65%
86%	72%	75%

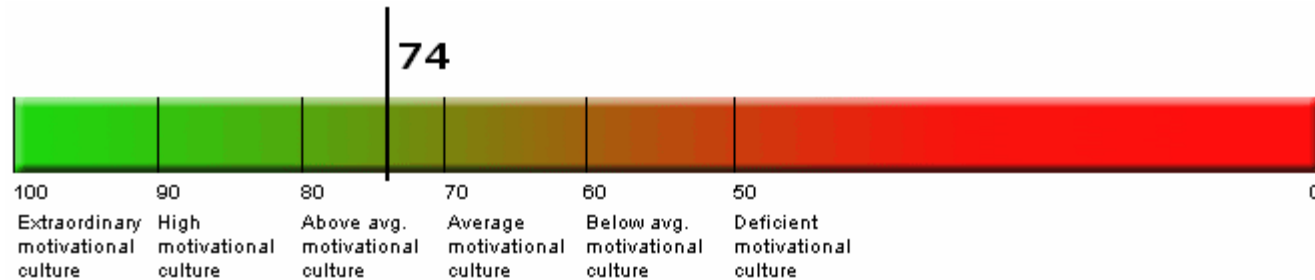


■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

55. How much do you agree or disagree that...

Motivation Index

In line with the recent levels of praise and recognition, a summary measure of the “motivational culture” at ABC indicates that it is about average, which is consistent with overall perceptions of the environment at ABC . Based on this measure, there clearly is room to increase and optimize ABC ’s policies of rewards and recognition.

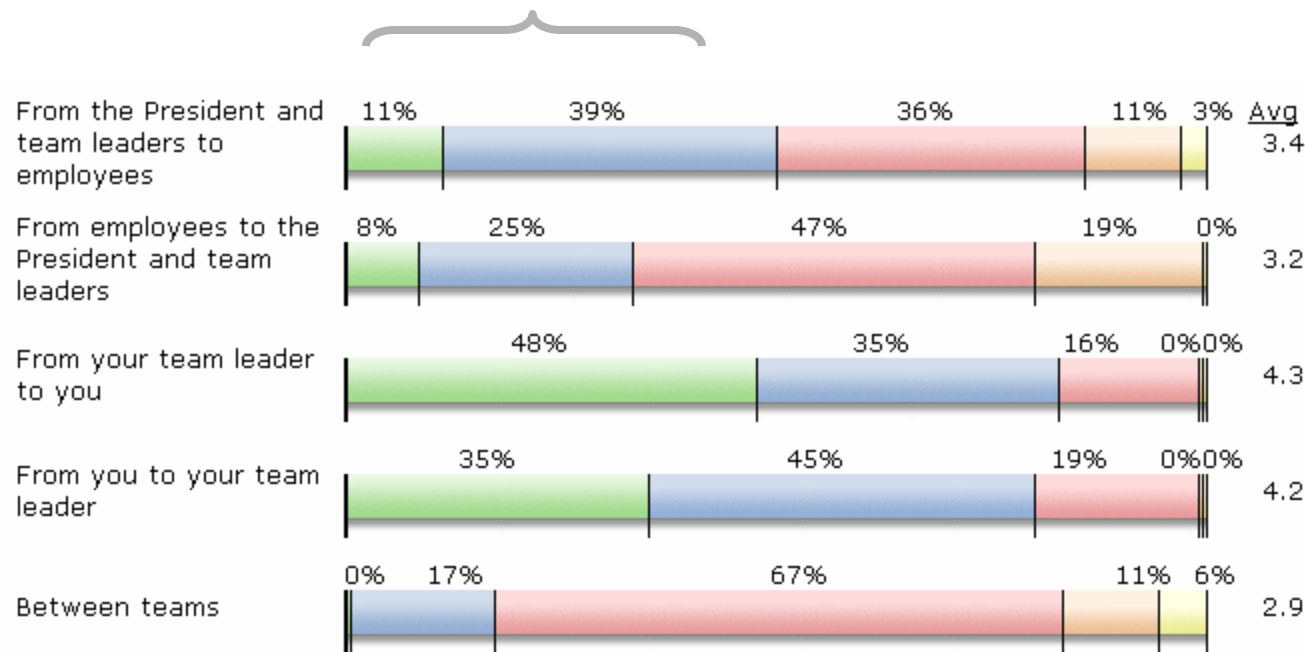


The Motivational Index summarizes the organization’s performance on a wide variety of attributes relating to rewards and recognition and compares the average (calculated on a 0-100 scale) to a benchmark norm.


Communications

Communications Effectiveness

Communications are very effective between employees and their team leaders, to a greater degree than the sector norms. However, communications between employees and the President and team leaders as a whole seems to be weak. There also appears to be a real lack of effective communications between teams.



■ Extremely effective
 ■ Very effective
 ■ Somewhat effective
 ■ Not very effective
 ■ Not at all effective

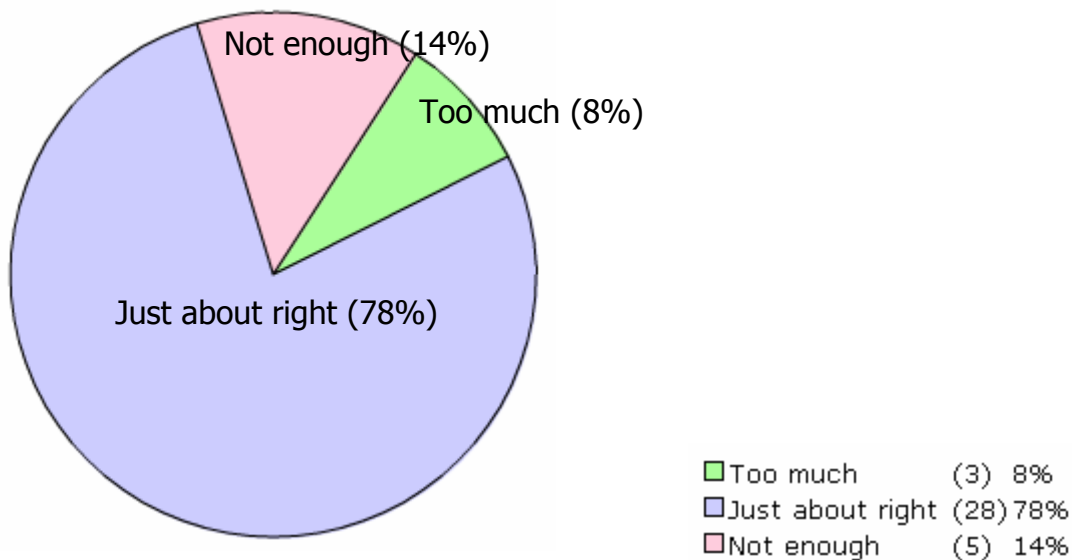
 Benchmark

ABC	ORG	U.S.
50%	65%	55%
33%	40%	45%
83%	66%	70%
80%	70%	75%
17%	41%	30%

26. How effective is communication:

Company Information

ABC staff members are very satisfied with the amount of information they receive about the organization's goals, strategies and activities. This rating is consistent with the perception that the President and team leaders clearly state the organization's objectives.



13. Would you say that the amount of information you receive about ABC 's goals, strategies and activities is...

Communications Evaluator

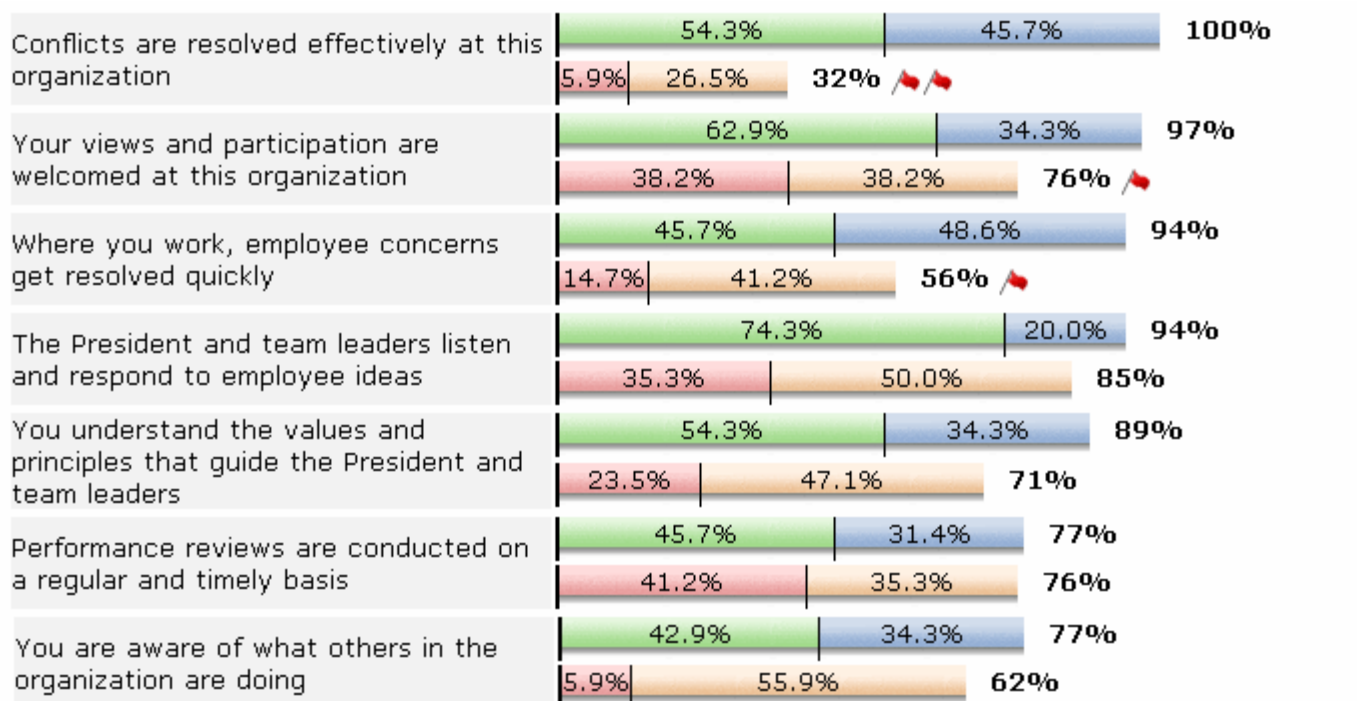
There are a number of important gaps between importance and performance on the following communications-related attributes for ABC , with staff members giving the organization fairly low ratings on whether:

- Conflicts are resolved effectively.
- The President and team leaders listen and respond to employee ideas.
- Staff member views and participation are welcomed at ABC .
- Staff members understand the values and principles that guide the President and team leaders as a whole.

It is worth noting that, although just 51% of ABC employees are aware of what others in the organization are doing, just 46% believe that this is important to them.

Communications Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each communication attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

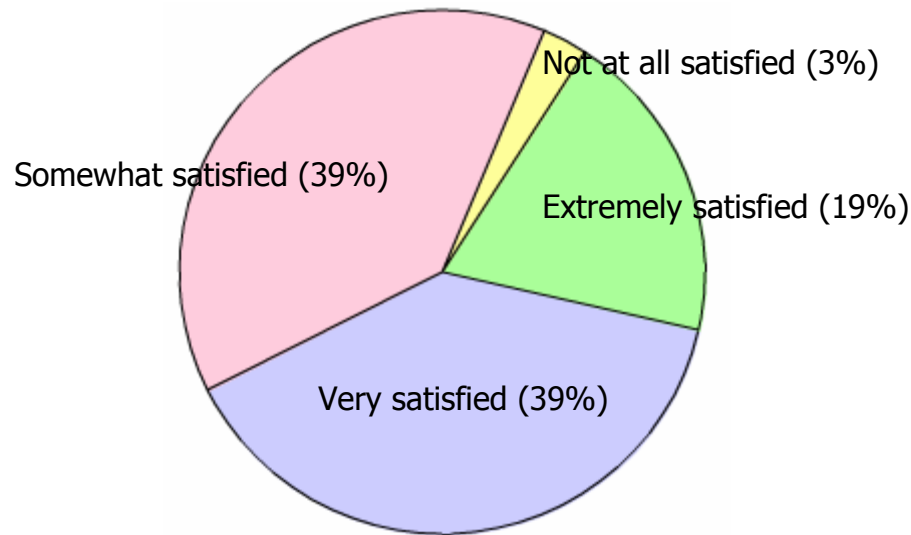
32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements.


Compensation

Compensation

ABC staff members as a whole are satisfied with their pay level, to a level that is slightly higher than the sector benchmark. However, the total finding masks a very strong division between team leaders, who express strong satisfaction with their pay (83%) and team members, who are much less satisfied. In fact, 50% of team members are just somewhat satisfied with their compensation, as compared with 45% who are extremely or very satisfied.



Extremely/Very Satisfied:



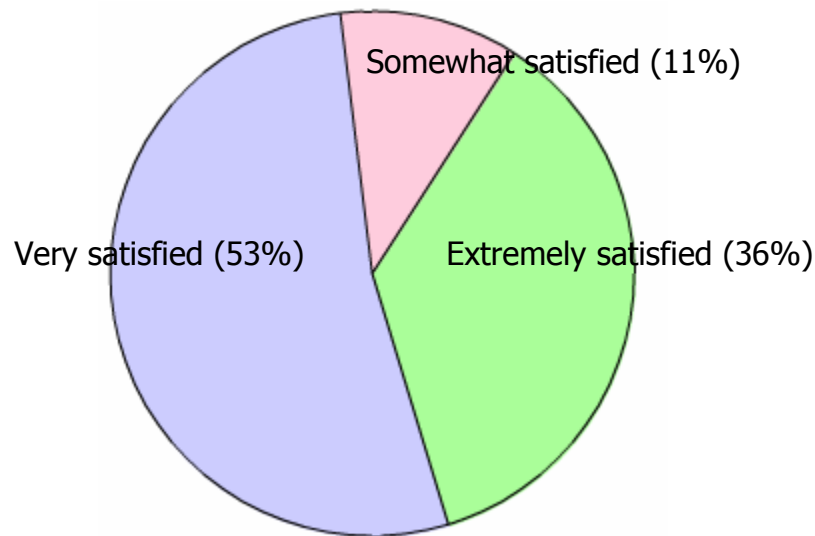
Benchmark		
ABC	ORG	U.S.
58%	51%	55%

- Extremely satisfied (7) 19%
- Very satisfied (14) 39%
- Somewhat satisfied (14) 39%
- Not very satisfied (0) 0%
- Not at all satisfied (1) 3%


28. How satisfied are you with your salary/pay at this organization?

Benefits

ABC staff members are very satisfied with the benefits provided by the organization, with very few suggestions made for additions or changes.



Extremely/Very Satisfied:



Benchmark		
ABC	ORG	U.S.
89%	74%	60%

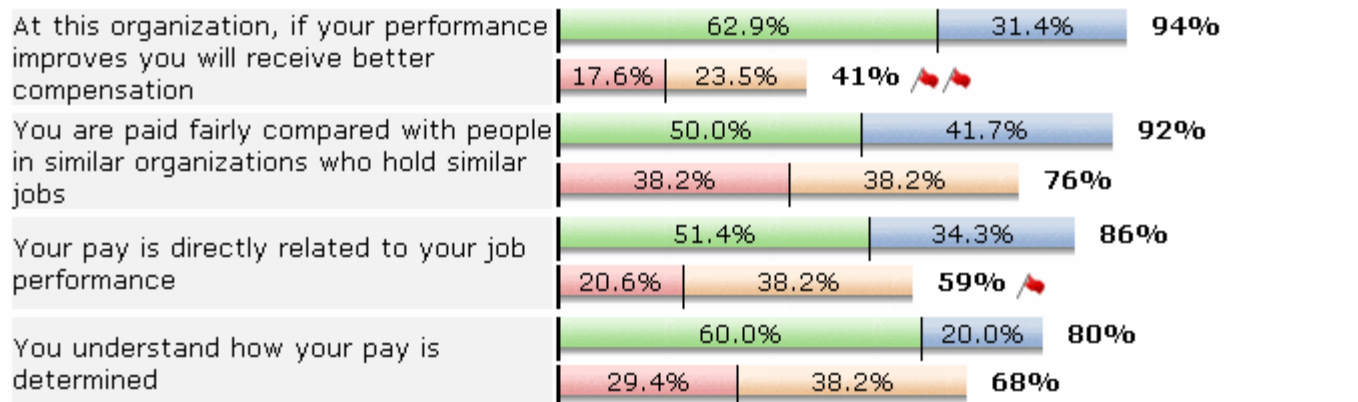
- Extremely satisfied (13) 36%
- Very satisfied (19) 53%
- Somewhat satisfied (4) 11%
- Not very satisfied (0) 0%
- Not at all satisfied (0) 0%

29. Overall, how satisfied are you with the benefits provided by ABC ? 30. Which benefits would you like to add or change and why? If you have any other comments about the benefits, please include them below.

Compensation Evaluator

- Importance vs. Performance -

In total, ABC employees agree strongly that they are paid fairly relative to their peers in other organizations and, to a slightly lesser extent, agree that they understand how their pay is determined. However, they are less likely to believe that their pay is directly related to their job performance and, in particular, there is an extremely large gap between importance and performance on agreement that, if their performance improves, they will receive better compensation.



This chart compares the stated importance of each compensation attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

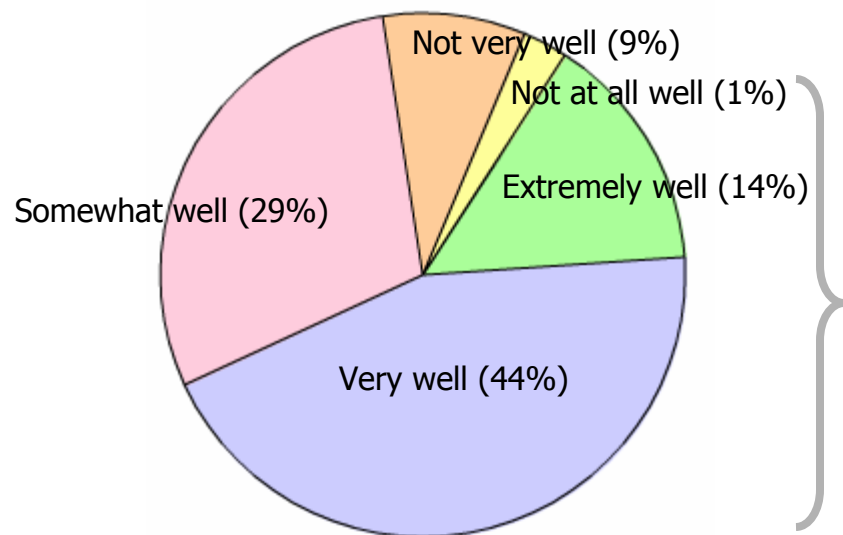
32 - 41. Please rate how important each of the following statements is to you.

43 - 52. Please rate your agreement with each of the following statements..


Diversity

Equal Opportunity and Diversity

There is not a high level of agreement among ABC employees that the organization effectively fosters a diverse workforce and promotes equal opportunity for all employees. About six-in-ten employees (59%) agree completely or somewhat, which falls somewhat short of the sector norm of 69%. It seems that team leaders see much more evidence of diversity and equal opportunity (73%) than team members (52%).



Extremely/Very Well:



Benchmark		
ABC	ORG	U.S.
59%	69%	65%

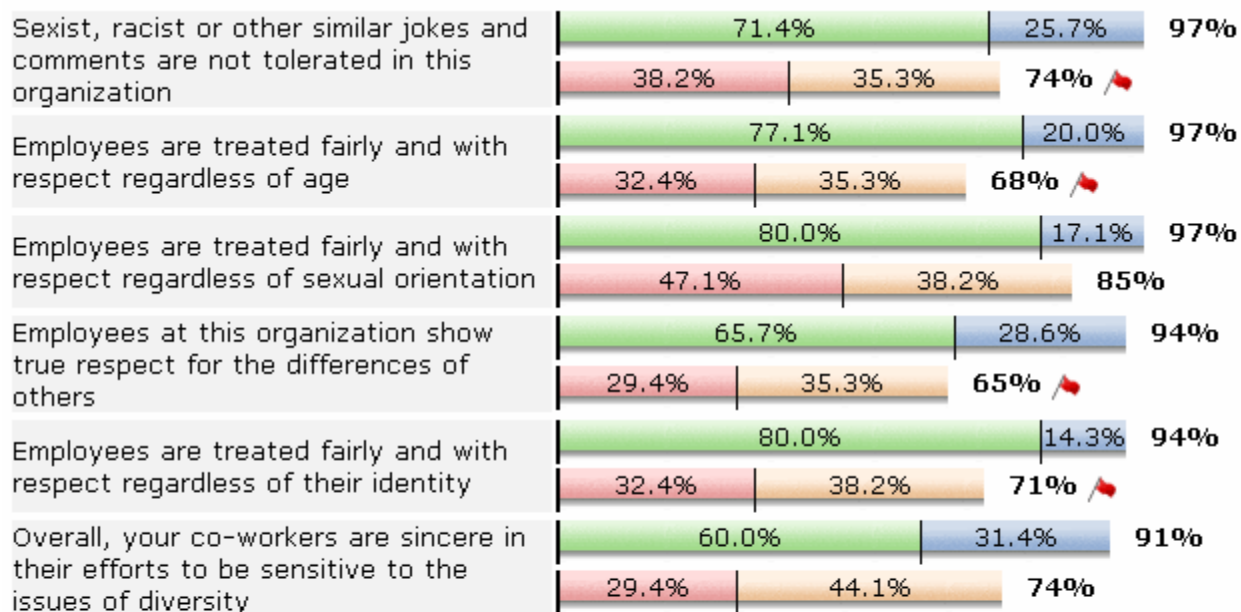
- Extremely well (5) 15%
- Very well (15) 44%
- Somewhat well (10) 29%
- Not very well (3) 9%
- Not at all well (1) 3%


58. How well does this organization fulfill the objective of fostering a diverse workforce and promoting equal opportunity for all employees?

Diversity Evaluator

- Importance vs. Performance -

Consistent with the somewhat low level of agreement on ABC's commitment to a diverse workforce and equal opportunity, there are several gaps on the diversity evaluator, especially whether employees are treated with respect regardless of their identity.



This chart compares the stated importance of each diversity attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag  indicates a gap of 20+ points.



29 - 37. Please rate how important each of the following statements is to you.

39 - 47. Please rate your agreement with each of the following statements.

Profile of Diversity

Compared with all ABC staff members, the attitudes and opinions of those who identify themselves as persons of color can be summarized as follows:

- ABC staff members of color are slightly more satisfied with their jobs and believe that their jobs are well defined.
- However, they are even less likely than all staff members to agree that their work is respected and they are not as satisfied with the recognition they receive, especially since they rate their workloads as being very high.
- They rate the President and team members as a group more highly overall, including the effectiveness of top-down communications, but they are less satisfied with the effectiveness of communications from employees up to the President and team members.
- They are extremely satisfied with their own team leaders but are not as favorable in their ratings of their advancement opportunities or of their pay – they are less likely than all staff members to agree that people primarily get ahead at ABC on the merits of their work.
- As for diversity in particular, they are less likely than all staff members to agree that differences among individuals are both respected and valued at ABC but are more likely to agree that sexist, racist or other jokes are not tolerated at ABC .

Profile of Diversity

The other key demographic influences on the pattern of results can be seen among female staff members and younger staff members (aged 25-34):

- Both of these groups feel less satisfied with their jobs, especially the younger members, see their jobs as being less well defined and believe that they receive less respect and recognition for their contributions to ABC , as well as being more critical of the effectiveness of communications with the President and team leaders as a whole.
- Despite these similarities, younger staff members are much more likely than female staff members to believe that their jobs are not making the best use of their skills and abilities and they are much less satisfied with their team leader (whereas female staff members rate their team leaders very highly), primarily due to a lack of effective coaching and feedback.
- On the other hand, female staff members consistently rate the President and team leaders lower on the measures relating to employee relations and perceive less accountability and merit-based advancement throughout the organization – they also rate ABC lower in terms of successfully fulfilling its primary vision.
- Finally, in terms of diversity issues, it is worth noting that younger staff members do not believe that employee at NIAS are treated unfairly on the basis of age.

Executive Summary

Executive Summary

Overall satisfaction at ABC is at a moderate level, with just more than one-half either extremely or very satisfied with their jobs. Although team leaders are more satisfied than team members, even the satisfaction of team leaders falls below the guideline for overall satisfaction in the sector sector.

When satisfaction is combined with anticipated tenure, only 42% of ABC staff are classified as "Committed Loyalists" (against a recommended minimum target of 55%) and almost three-in-ten are "Dissatisfied Compromisers." The primary objective for ABC should be to develop strategies to convert at least some Dissatisfied Compromisers into becoming more committed and productive members of the ABC workforce by addressing the key issues that are undermining their satisfaction.

The positive aspects of working at ABC include collaborating with motivated colleagues, jobs that are challenging, interesting and creative, as well as a feeling of flexibility, especially among team leaders. These results suggest that the nature of work at ABC is very positive and not contributing to the organization's fairly low level of staff satisfaction. The organization is also seen as living up to its overall mission, although team members are not as convinced as team leaders that ABC successfully advocates high standards of educational equity, ethical behavior and justice for its members schools.

The President and team leaders are given credit for effectively managing the organization, especially in terms of having a clear strategy and supporting continual innovation, even though overall satisfaction with ABC leadership falls short of the norm.

Executive Summary

Despite these favorable elements, there are a number of barriers to satisfaction at ABC which can best be summarized as follows:

- There are two distinct impressions of the “culture” of ABC , with a clear conflict between a perception on the one hand that ABC is a professional, intelligent, innovative and dynamic organization and an alternative image of a confused, cliquish and hierarchical organization, despite claims of being “flat” and team-based.
- There is a perceived weakness in the treatment of staff members by the President and team leaders, including a lack of respect for the work of team members, combined with a reluctance on the part of team members to trust ABC senior leadership. Related issues include very high workloads and stress levels, problems with the work environment and dissatisfaction with NIAS’ performance evaluation program.
- These concerns are further compounded by an apparent lack of trust towards other staff members, particularly across teams, combined with frustration at the high level of “backstabbing” and a feeling that there is little accountability throughout ABC .
- Finally, there is general dissatisfaction with the implementation of the organization’s team-based structure.

These findings provide clear direction for the implementation of initiatives and strategies which should help ABC address these problems and, in turn, improve staff satisfaction.